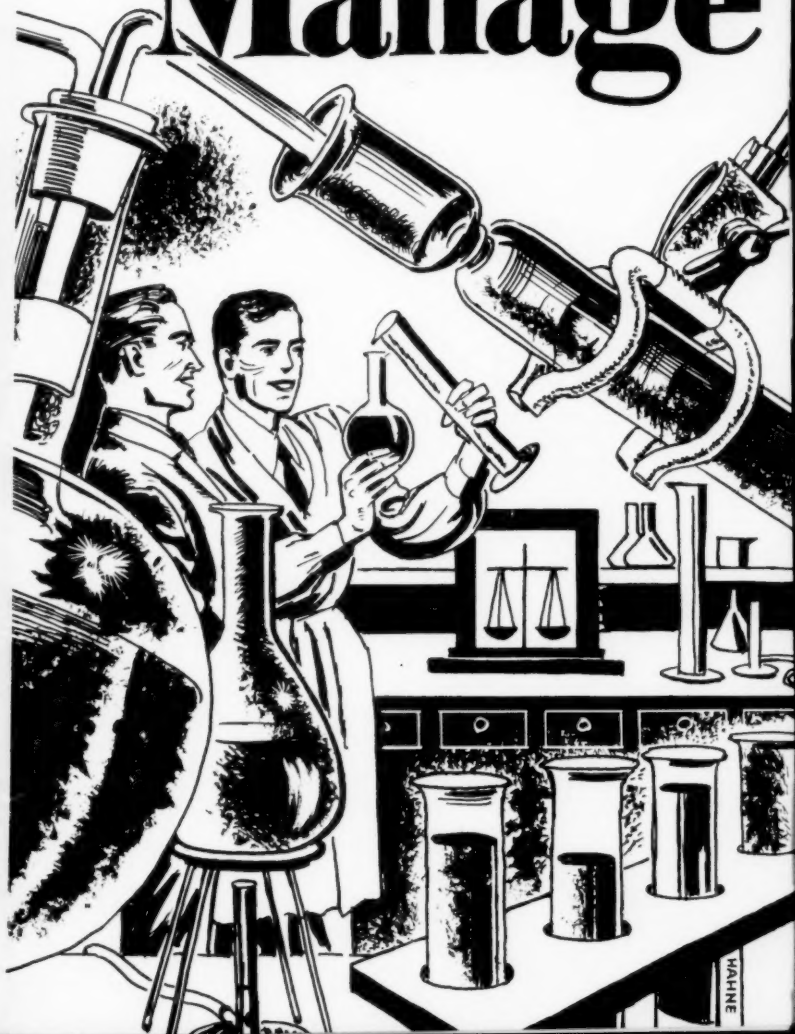


OCTOBER, 1956

• THIRTY CENTS

Manage



HAHNE

Education and Our Youth

" . . . We need the creative imagination, the boldness, the refusal to accept the obvious or to recognize the 'impossible.' Our problems are big. They need big solutions. The objective of providing for a greatly increased youth population the type of elementary and secondary schooling which this country needs and deserves; the impelling need for finding ways to identify young people of above average capability and motivating them to go on to post-high school education; the necessity for providing higher education for a student population twice the present size and for making certain that in doing so we do not lessen the quality of that education—these are problems that deserve and require the best thought of all of us."

NEIL MCELROY, *president, The Proctor & Gamble Co., commencement address, Massachusetts Institute of Technology*

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MANAGE

Circulation This Issue: 73,456



OCTOBER, 1956

VOL. 9, NO. 1

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MANAGE is published monthly on the 25th by THE NATIONAL MANAGEMENT ASSOCIATION (formerly The National Association of Foremen) as its only official publication. Entered as second-class matter September 9, 1952, at the post office in Dayton, Ohio, under the Act of March 3, 1879. Printed in the U. S. A. Publication office: 230 West Fifth Street, Dayton 2, Ohio. All address changes and publications returned under postal regulation 3579 should be sent to editorial offices in Dayton. Editorial and executive offices: 321 West First Street, Dayton 2, Ohio. Copyright 1956 by The National Management Association. Subscription rates: annual U. S., \$3.00; foreign, \$5.00; single copy, 30 cents. Bulk subscription rates upon request.

SUCCESS is always copied. A good example can be found today in what industry is doing in employee relations. More and more companies are giving employees frills and extras in addition to fringe benefits already provided in their contracts with bargaining units.

This is the finding of Ellis Haller, industrial editor of The Wall Street Journal. Haller has made an up-to-date survey of the extra friendly and considerate things companies are doing for their employees. It all builds "Happiness Insurance," reports Haller in an article beginning on page 8.

Another example of success that has been widely copied is the General Motors system of management.

The man who originated the GM system is Alfred P. Sloan, recently retired chairman of GM's board of directors.

MANAGE salutes Mr. Sloan for his pioneering in the automotive industry and for his contributions to modern management in a profile beginning on page 14.

One of the most fascinating adventures in industry is taking place down in the Gulf of Mexico. There oil companies are exploring new oil deposits from rigs which can be floated to and from drilling sites. Read about it in "Mr. Gus Goes To Sea" on page 24.

Also in this issue James Black tells about a labor grievance that backfired when an intoxicated employee got fired, Washington Reports tells about summer-time congressional investigations, and Business Notebook has an item on how TV producers are teaching the movies a thing or two.



Harrison Beardsley



"In my warehouse, . . . nothing clutters up the aisles!"



EDITORIAL Memo

...FROM THE EDITOR

"IS YOU IS, ER IS YOU ISN'T?"

IF YOU pride yourself on being a good loser and you'd like to keep in practice, just follow this simple formula: Always fight your fights by being *against something*.

There is no surer way to lose.

If you're bent on being a winner, follow the formula of always being *for something*.

Even if you're right and your opposition is wrong, it can lick you by being *for* while you are *against*.

It's the old seesaw between the negatives and the positives. Pessimists scare people and lose their confidence. Optimists attract the faith of their constituents.

The weapon of the negatives—the *aginers*—is fear. The weapon of the positives—the *for-somethings*—is faith in the fundamental goodness of mankind.

When you're fighting against somebody or something, it is hard to keep telling the truth. The basic drive behind your fight often is one of destruction. When you are out to destroy, to tear down, to trample in hatred, your weapons are not those of Godliness.

You don't have to be a doctor of psychology to practice a simple test in management: nearly always the *aginer* isn't as smart as the man who is *for something*. The positive approach takes imagination and clear thinking, and it reveals a healthy mental attitude toward living. The negative approach is the cloak of weakness and inadequacy, of deep-seated inferiority.

Unlike protons and electrons, positive and negative personalities attract personalities similar to themselves. Behind a loud, swashbuckling, demagogic *aginer*, you find a host of weaker *aginers* who cheer on their leader and do his bidding.

In fairness to American society, there aren't many *aginers* and they are getting fewer all the time.

Next time you start to swing into a fracas by damning your opponent, stop yourself a minute. If you know in your heart that you're right, if your conscience tells you so, start all over and assure yourself of winning: praise your opponent and tell what you're *for*.

If you can't do that, at least ignore your opponent and fight your fight by being *for something*.

When the fight is over, you'll be a better, a healthier, happier man. And you'll have the respect of everybody you came in contact with, even the man who may have licked you in a fair contest.

CAPITALISM A HOUSEHOLD WORD

Perhaps the American public did not do it exactly on purpose, but Communist propagandists are being denied the joy of having exist here the stereotyped Wall Street barons—the big capitalists with high silk hats, fat cigars and big diamond stickpins. These “capitalists”—if they ever really existed beyond a half-dozen—have been succeeded by men and women who drink beer, get up early to jangling old alarm clocks, and whose family incomes amount to less than \$7,500 per year.

It is these down-to-earth Americans who now own two-thirds of all the common stock issued by American corporations.

Two hundred thousand share owners aren't even old enough to vote yet.

As COLLIER'S magazine recently observed, the average American today is better off than the rich American of 50 years ago. And these true facts of our present American way of life are well worth the careful study of peoples being asked to weigh the relative merits of the Soviet “people's democracy” versus the American “people's capitalism.”

What could be more heartening to our economic system than this tremendous display of grassroots citizen confidence in it. Any system's truest test is the public's self-expressed desire to share in the responsibility for its success or failure.

Dean Sims



Happiness Insurance

by Ellis Haller



A FEW WEEKS ago, Mrs. Edward Jauchen of Hartsdale, N. Y., came home from the hospital with her new baby boy. She was pleased to find a letter of good wishes from her husband's employer, The Nestle Co., Inc., in nearby White Plains.

But even more pleasant was the accompanying news that Nestle would send the baby a free supply of evaporated milk or other feeding formula, for up to nine months.

Similar letters have gone to some 540 Nestle employees since February of 1951 when the free-formula program was started. It's a move the company feels pays off many times over in employee good will and job satisfaction.

Nestle also sees that every new employee receives a fat get-acquainted package of the company's products—candy bars, instant coffee, tea and cocoa, cookie mix, bouillon cubes. This assortment—not samples, but regular commercial-size Nestle packages—is accompanied by a letter from Robert Cronk, personnel director.

These gestures are typical of the pains an increasing number of companies are taking to improve day-to-day relations with employees and their families. Such little niceties are quite apart from such broad, and costly, fringe benefits as pension and profit sharing plans, group hospitalization and life insurance, paid vacations, incentive bonuses or special recreation programs.

"Workers today seem to expect a lot in the way of job benefits," says

the personnel director for a Pennsylvania company. "So-called fringes have become an important part of our total labor costs. But we have found that sometimes it's the little things employees don't expect that pay off the most in good will and improved labor-management attitudes."

This comment is echoed by Lansing P. Shield, president of The Grand Union Co., big food retailing chain. "In our company, we try to develop the human side of our business in many small ways. You might call some of these methods paternalistic, but they do work," says Mr. Shield.

"For example," he adds, "in our organization, whenever a baby is born, a personal letter goes out and a gift is sent under separate cover. The same procedure is followed for an employee wedding. There are dozens of similar small things we do for our employees, that we believe add up to greater productivity and pay off in the earnings statement."

"In our own way, we have tried to make our employees feel they are important participants in the business, that they are Grand Union, that the company's success is their success, and that the company is interested in helping them live happy and useful lives. It might well be that this is another way of preventing our workers from becoming wards of a Socialist state."

There's plenty of evidence that companies across the country are

making use of scores of morale-boosters to help attract new workers and to keep old-timers satisfied. Here are some random examples:

The 200 office employees at the headquarters of National Dairy Products Corp. on New York's Madison Ave. get a free mid-afternoon "pick-me-up" of milk or ice cream delivered to their desks. A few blocks away, at executive offices of The Borden Co., employees can shop at a company-sponsored store where they can buy at a discount Borden products and such necessities as shirts, ties or hosiery.

Employees of Western Union Telegraph Co., with an okay from their supervisors, can send telegrams free anywhere in the United States. Workers with 30 years' seniority get a W.U. "frank" which automatically permits them to send wires anywhere with no further authorization.

When it rains at quitting time, employees at National Cash Register Co. plant in Dayton, Ohio, don't get the "no umbrella" blues. To keep its workers dry, the company stocks 6,000 umbrellas—5,000 men's black models and about 1,000 blue and checked varieties for the gals. An umbrella can be borrowed by filling out a simple requisition form. There's no fee for the lending service. Another N.C.R. activity is the showing of feature movies during the hour-long lunch period, in an auditorium that seats 2,300.

At the Formica Co. in Cincinnati, a half-dozen table model television

sets are kept on hand, for lending to employees who are sick; a company representative delivers and installs the receiver at the patient's home.

A Denver company keeps a list of the birthday dates of employees' wives. It reminds absent-minded husbands in advance, and the company itself sends flowers and a card on the anniversary. A Neenah, Wis., paper manufacturer welcomes each new worker by posting his picture on the plant bulletin board within a few minutes after he's hired. A Polaroid camera which delivers a finished photo in 60 seconds turns the trick.

Hallmark Greeting Card Co. at Kansas City, Mo., gives workers their birthdays off with pay. It also serves Cokes and tea from trays wheeled through the plant every afternoon. "Humanization" gets a boost at Johnson & Johnson's plants in New Jersey, where sealing tapes for gauze packages now carry the operator's name instead of just a number.

Leland I. Doan, president of Dow Chemical Co., has expressed the management philosophy that lies behind such employee benefits as these, not to mention the broader fringe programs. He notes that along with a rise in the American standard of living has come an accompanying rise in the "standard of working."

"The business establishment of two or three generations ago gave little attention to the safety, the comfort, convenience or general welfare

and happiness of the employee," Mr. Doan notes. "He was provided with the minimum facilities absolutely essential to the job and worked in whatever surroundings would serve. You could say that his entire share of his production, such as it was, came to him in the form of cash.

"But a man spends a large portion of his life on the job. Is it not logical that he might prefer to take part of his pay in the form of more safety, comfort, and general happiness in that place where he finds himself for 40 or more hours of each week?"

MANY small firms simply can't afford to provide the expensive range of benefits that many employees seem to expect these days. Timken Roller Bearing Co. of Canton, Ohio, estimates it is paying out \$689 a year in fringe benefits for a typical employee. "They are just as much a part of our cost of production as direct wages," the company says.

However, the smaller companies that find such costs prohibitive often discover they can provide some of the "little things" that attest employer interest in the workers' welfare.

"We call such gestures our 'happiness insurance,'" comments the personnel director of one large Midwestern metal working concern. He notes that workers who feel their company provides the thoughtful "little things" generally can be sure management is equally concerned about their welfare on major issues.

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However, many industrial consultants stress the point that good employee morale can't be purchased through "packaged programs" of human relations, or fringes and frills alone. The day-to-day benefits must be backed up by something far stronger. Workers must be convinced that (1) they are working for a company that treats them fairly and honestly; (2) they are turning out a product whose quality consumers respect; (3) they have a feeling of "belonging" to the organization in whose fortunes they participate, and (4) they are working for supervisors and executives whose conduct and leadership is above reproach.

Many corporate executives are against anything that can be termed "frills" or "coddling workers." They argue that such benefits can become built-in segments of a company's operating costs. It's difficult, if not impossible, to eliminate them without incurring employees' ill-will.

On the other hand, companies in tight labor areas find they must compete for steady, industrious and intelligent help. Excessive job turnover is expensive. It takes time to train newcomers. Moreover, with competition for the consumer's dollar growing more intense, managements are finding that contented workers turn out better-quality products with fewer rejects and spoilage.

"Keeping workers happy is just common sense these days," a Pacific Coast employer declares. "We en-

courage our workers to feel they're part of a team, and that working for us is something more than just earning a living."

THE job-satisfaction techniques show up in every type of business. Employees at the Budd Co., Philadelphia railroad car and equipment maker, own all the shares in a company building and loan association formed 35 years ago. It has helped finance the purchase of more than 1,300 homes for Budd workers. Freeport Sulphur Co. has a program at its plant near Port Sulphur, La., under which employees can get interest-free home-purchase loans up to \$10,000, payable in 10 years.

Frank G. Shattuck Co., operator of Schrafft's restaurants in a number of Eastern cities, provides free foot care for its workers. Waitresses who spend long hours walking or standing are grateful.

When a Western Electric plant offered a course on personal finance, the response was so great an extra instructor had to be added, and the course repeated. Manufacturers Life Insurance Co. in Toronto, Canada, sponsored a "beauty capsule clinic" for its women workers. They appreciated the tips on good grooming and hair styling. McCormick & Co., the tea and spice packing company of Baltimore, sees that freshman employees get to meet their bosses; after a few weeks of service, each

worker has tea with the company president and its directors.

Twice a week, more than 50 employees at the plant of Servel, Inc., at Evansville, Ind., meet in the middle of the day for a lunchtime period of Bible study or self-improvement. Clergymen and other outside speakers address the group one of the two meeting days.

Some companies' unconventional employee benefits are far from small. Ford Motor Co., for example, offers college scholarships to children of Ford workers. Allis-Chalmers Manufacturing Co. has a similar program. Such firms as Sylvania Electric, Forstmann Woolen, and the Chase Manhattan Bank are on a long list of companies that help pay tuition for employees who want to study in their spare time.

Reaching the worker through his wife and family is a technique that many companies find successful. One firm mails to each employee's home the weekly lunch menu at the plant cafeteria. By glancing at it, wives can make sure they don't confront their husbands at the nightly dinner table with the same things the men had at the cafeteria for lunch. Champion Paper Co. ran an "open house" during which the wives of employees took a tour of the plant cafeteria. Ladies sampled food and watched the preparation of a typical menu. The idea: to spur the women

to encourage their spouses to eat in the cafeteria where food is sanitary and well-prepared, rather than in short-order diners or lunch rooms.

Retired workers get a chance at benefits, too. For instance, Columbia Gas Co. publishes a directory of pensioned employees with their present addresses. A retiree who has moved to Florida or California, for example, has only to look in his directory to get in touch with other oldsters who formerly were on the Columbia payroll.

Detroit Edison Co. provides retirees with special parking tags, so they can use the regular parking lot when they want to come back for a visit. Retired employees of Continental Can Co. are encouraged to keep on submitting money-winning ideas for the company suggestion system. Pensioned employees of the Upjohn Co., Kalamazoo, Mich., get guest cards entitling them to free meals at the company cafeteria.

The whole concept of these friendly gestures—"happiness insurance"—underlines a lesson for industrial management. Every worker responds to a friendly approach, and glows with appreciation when he's treated with tact and understanding. As automation and mechanization come to more and more manufacturing processes, it will be even more important to provide "the human touch" in industry.

Husband, struggling with budget, to wife: "We should have saved during the depression so we could live through this prosperity."

Test Your Word Sense

Here is a good way to test your vocabulary. Pick the best definition or use of the word and then turn to page 38 for the answers.

- 1—If an article or object was **MACULATED**, you would say it was:
a—spotted *c—torn*
b—worn out *d—covered*
- 2—A person who **ADHERES** to his beliefs and ideals:
a—changes them *c—rejects them*
b—keeps them *d—declares them*
- 3—An **INTERIM** period of time usually indicates:
a—a decade *c—in the meantime*
b—a year *d—a day*
- 4—When **DETERIORATION** sets in, you can expect:
a—decline *c—growth*
b—rot *d—sickness*
- 5—A **GEOCENTRIC** object is measured by its distance from:
a—the equinox *c—the apex*
b—the solar system *d—the earth's center*
- 6—When negotiators reach an **IMPASSE**, their affairs are:
a—resolved *c—deadlocked*
b—tense *d—impossible*
- 7—Sportsmen down in the South know a **BAYOU** is a:
a—creek *c—lake*
b—bait *d—tree*
- 8—If a man is **DIFFIDENT** about his work, he lacks:
a—humility *c—confidence*
b—understanding *d—training*
- 9—Whenever a speaker makes **UNEQUIVOCAL** statements they are:
a—doubtful *c—two-sided*
b—clear *d—loud*
- 10—If a person is **CHAGRINED**, it's generally because he's:
a—disappointed *c—happy*
b—well regarded *d—wise*
- 11—Sprinkle **GERMICIDE** around a tree and it will:
a—destroy germs *c—fertilize*
b—kill roots *d—aid growth*
- 12—Be wary of **CAPRICIOUS** people because you can count on their being:
a—dishonest *c—fickle*
b—extreme *d—wild*

MANAGE Profile

GM's Alfred P. Sloan, Pioneer In Modern Management



by William Cameron

FEW PERSONS know as much about the automobile industry as Alfred Pritchard Sloan, Jr. No one knows more.

Yet, strangely enough, the public hardly realizes the tremendous effect this one person has had on the auto industry and, beyond that, 20th Century America.

Without Alfred P. Sloan, Jr., there might well have been no General Motors as it is known today.

The company bears the impress of its chief architect and elder statesman, his ideas, his methods and his character. So indelible are they that it may always bear them.

Like most successful men, Mr. Sloan has been the subject of con-

siderable comment and analysis. The more so in his case, because he never was a showman, and the factors contributing to his success have to be sought out and sifted.

Born May 23, 1875, at New Haven, Conn., in a family background of learning and culture but in no sense wealth, Alfred P. Sloan, Jr., was one of five children. Alfred, Sr., was a tea and coffee importer and distributor.

The family grew up in Brooklyn, where young Sloan first decided he was to become an engineer even though the profession was not then regarded generally as an important occupation. He expedited his college entrance with special instruction

at Brooklyn Polytechnic Institute. Because he was too young to enter Columbia University, his first choice, he entered Massachusetts Institute of Technology in the Fall of 1892 and through year-round study completed a four-year course in three. He was graduated in 1895 as a bachelor of science in electrical engineering at the age of 20.

He has been called an "organizational genius," an "energetic non-genius," a "careful man with a flair" and, more negatively, a man whose "abilities found fortunate matching opportunities." Each of these definitions could be true. But none fully explains how Mr. Sloan rose from a \$50 a month draftsman's job to a top post in the nation's biggest industry.

Perhaps the best brief definition of his success is that he was an exact, hard-working man with phenomenal business foresight who happened into an expanding market for his abilities.

Certainly his unspectacular brand of business acumen and equally sound engineering knowledge were the best-in-the-world mixture for the swiftly growing motor car industry.

He literally grew up with the automobile and is one of the few men still around in the auto industry who can remember when ordinary greased wagon axles were being used on horseless carriages.

In fact, it was the axle problem that started young Sloan on his way.

He was working for the Hyatt

Roller Bearing Co., Harrison, N. J., one of his first jobs, when a case of chronic financial indigestion became acute. Because of his firm belief in the salability of the anti-friction roller bearings, he persuaded his father to back the young company in a modest way.

The firm was making a good showing under young Sloan's and a friend's direction but it was still struggling with financial problems when lightning struck. One morning in 1899 the postman delivered a letter to the plant from Kokomo, Ind. Its contents inquired about the use of roller bearings in the manufacture of horseless carriages. A trip to Kokomo resulted in an order.

This experience set Sloan to thinking: Perhaps the horseless carriage, classified at the moment both as an impractical toy and a dangerous nuisance, might create a new market for his bearings. The question was soon answered by the trend in events.

In his 17 years of direction of Hyatt, the company's business passed the \$10,000,000 a year mark. These years gave Mr. Sloan a diversified schooling in the methods of making and selling automobiles, including design, engineering, production, sales, advertising and executive direction.

As the auto industry developed, Mr. Sloan realized "that the general trend was certain to be not only large scale production but that with large scale production would come the possibility of the producers develop-

ing their own sources of parts supply." He was pondering the fate of Hyatt when he was approached by W. C. Durant, then president of General Motors, who was interested in joining a group of accessory companies including Hyatt.

WITH Mr. Sloan as president, the group was formed in 1916 under the banner of United Motors Corp. In 1918 United Motors and its various segments became part of General Motors, Mr. Sloan being named a GM director and vice president in charge of accessory operations.

Now, in 1918, as Mr. Sloan looked back over his 20 years in the motor car business, he noted that capital invested in the industry had grown three hundredfold and the number of cars manufactured had increased five hundredfold. By 1919, the industry was producing 1,900,000 cars annually. The investment in the industry was moving up toward \$2,000,000,000. The motor car industry was employing nearly 400,000 persons and it was paying wages in the amount of \$600,000,000 and manufacturing annually products with a value of more than \$1,700,000,000. More than 7,500,000 cars and trucks were traveling the highways.

The automobile industry had within a few short years become one of the bellwethers of the nation's economy.

The year 1919 was important further because in that year Alfred P. Sloan, Jr., was debating in his

mind whether he should make General Motors a life career. By the end of 1919, GM had earned a net of \$60,000,000 before dividends. Despite this substantial growth and the obvious prospects of the company, Mr. Sloan was disturbed by the administrative habits of Mr. Durant.

Although he personally respected the company president, Mr. Sloan's own thinking proceeded from wholly different premises than those of his chief. He felt that Mr. Durant tried "to carry everything in his head." It became more and more obvious that the policies and administrative practices of the corporation seemed to lack the clear-cut focus which Mr. Sloan's nature found so necessary.

Mr. Sloan's belief that decisions should be arrived at through the unprejudiced analysis of facts was frustrated when Mr. Durant made what Mr. Sloan felt was a most dangerous decision. The inflated world price structure began to fall after World War I in the adjustment to peacetime level. Mr. Durant, with a confidence in automobiles and General Motors which exceeded good judgment, announced that General Motors would guarantee prices as a gesture toward holding the economy stable. Mr. Sloan looked upon this bold decision as leading GM to certain ruin.

It was then he gave serious thought toward resigning. In his analysis of the position of the business, Mr. Sloan saw that GM should be in a most favorable position. The short-

age of cars during the war years had opened up a huge active market. There seemed to be no reason why GM prosperity should not continue.

Yet in September, 1920, almost overnight, values began to fall. General Motors soon found itself in serious financial difficulties with bank loans in October, 1920, aggregating \$82,000,000. As a part of the liquidation, the bottom dropped out of GM stock on the New York exchange.

The financial plight in which GM found itself was serious. To tide the company over its difficulty, help was needed. It was at this point in the crisis that the du Pont family stepped forward and arranged to assume Durant's personal obligations.

The plight of the company gave a new turn to Mr. Sloan's career. Instead of leaving GM, he stayed on. It was Durant who resigned. Pierre S. du Pont, then chairman of the board, accepted the presidency.

More and more of the responsibilities of masterminding General Motors shifted to Mr. Sloan. It was logical that he was named president when Mr. du Pont retired from the post in 1923.

SIMPLY and quietly, Mr. Sloan went forward in his new position despite the fact that affairs of the company did not present by any means an enviable picture of constructive opportunity.

General Motors was yet to be really organized from the scientific point of view. The corporation consisted

of a group of properties brought together without any definite pattern. Some of the units of the organization had potentialities. Others were to be liquidated. The corporation needed co-ordination and a plan of management.

Mr. Sloan instituted a system that provided scientific means of administration and control. Under the system, GM would be able to discount changing trends and influences, and also be prepared to alter its course promptly and effectively if the necessity arose.

A system of organization was devised to decentralize activities and responsibilities under co-ordinated central policy. It was a foundation stone in General Motors operation under Mr. Sloan and has been an organizational guide to other business managements.

General Motors became the greatest industrial enterprise of all time by building on this system of organization, coupled with these operating principles of Mr. Sloan.

"Get the facts. Recognize the equities of all concerned. Realize the necessity of doing a good job every day. Keep an open mind and work hard. The last is the most important of all. There is no short cut."

In later years he emphasized the principle of equity and restated it thus:

"We must respect the equities of others in all our relationships both inside and outside General Motors.

In this we have made great strides. All our people are, I believe, more equitably dealt with as a result of the development of thoughtfully worked out programs. Higher standards have been developed in our relations with our employees, our shareholders and our suppliers. Our relations with our dealers—and they are very important—have been developed to a high standard of equity and opportunity. Our dealers are taken into our councils on matters of broad distribution policy."

It was during the depression years that Mr. Sloan's leadership was given its acid test. However, in every one of these years, even 1933 when the automotive industry lost 75 per cent of its 1929 volume, GM made a profit and paid dividends to shareholders, both common and preferred.

Mr. Sloan was elected GM chairman in May, 1937, relinquishing the presidency but continuing as chief executive officer with responsibility over all operations. After 1946 he continued as chairman but, having reached the age of retirement for active service to the corporation, he passed on his responsibility of 23 years as chief executive officer to C. E. Wilson. In April, 1956, Mr. Sloan, now 81, stepped down as chairman of the board. However, he remains a member of the board, the financial policy committee and chairman of the bonus salary committee.

It is on his handling of men and organization that much of Mr. Sloan's

success has hinged. He believes that the development of executive talent involves the placing of individual responsibility with related authority at the lowest possible organization level. He also believes that a corporation with hundreds of thousands of shareholders cannot ignore the rights of the shareholders to be informed of all the salient facts about the business in which they have invested their money.

Asked on one occasion what was the underlying philosophy that made General Motors so successful, Mr. Sloan said:

"There are usually many different components in any structure. It is difficult to evaluate the part that any one played. If I were to select the one thing which I think was the keystone of the evolution of General Motors to its present position, I should say it was its people and how they work together. After all, in our free society everything is available to all who can qualify—buildings, machinery, equipment, technical knowledge, know-how, markets and financing."

Referring to the principle of decentralization of activities and of responsibility, Mr. Sloan once said:

"Our scheme of management is to develop the ability, imagination and the ambition of the individual. We are not afraid to delegate great responsibility and place authority with responsibility. They must go together. Then we expect results. General

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Motors people are expected to take the initiative on their own responsibility.

"There must, of necessity, be co-ordination of all into a comprehensive whole. There are many common problems that must be met by common policies and there must be a common plan of action that requires development by a limited number. All this is essential, but need not and does not interfere with the fundamental principle of encouraging full scope for the development of the greatest possible number of people."

Mr. Sloan repeatedly has empha-

sized his belief that technological progress, through research, is the only way to promote progress.

Of future opportunities, Mr. Sloan said:

"What the industrialists of the past 50 years have done, is a mere beginning. The greatest opportunity for enterprise still lies beyond the horizon. That will always be so long as our scientific knowledge continues to expand. The world belongs to the young, the adventurous. But they must have the courage and initiative to reach out and grasp it, and then the willingness to work to retain it."

Asked for his formula for successful farming, Ed Wynn said: "Rise early, work late, and strike oil."

Sign in a dance studio: "We keep you from being a wallflower and also remove the pot."

"Lady," said the young boy, "will you give me a nickel if I make me little brudder imitate a hen for you?"

"What will he do," smiled the lady, "cackle like a hen?"

"Nah, none o' them cheap imitations. I'll have him eat a woin."

The legendary Western hero, Kit Carson, was also a mailman.

Just about 107 years ago, relates "The Overland Mail" by Leroy R. Hafen, Kit Carson was dispatched with the first overland mail ever carried from the Pacific to the Atlantic.

Under Mexican rule, California had depended for mail service largely upon irregular supply vessels and couriers.

The United States military authorities (who had raised the United States flag at Monterey, California, July 7, 1846) improved upon this by establishment of a regular dispatch service which was open to the public.

Then in 1848, Kit Carson was dispatched by the United States authorities on his history-making journey across the nation.

George Washington Quiz

YOU LEARNED A LOT about George Washington in school, but how much of it do you remember? Here's a way to find out. Write your answers in and then turn to page 28 and see how you did.

1—Where was George Washington born and on what date?

2—What trade did he learn and practice during his youth?

3—What was his first ambition? Was it realized?

4—Did Washington ever travel to a foreign country?

5—Whom did Washington marry?

6—How many children did he and Mrs. Washington have?

7—Did Washington follow European military tactics in battle?

8—How long did he serve his country and in what offices?

9—Did Washington collect all his salary while president?

10—What brought about Washington's death?

Don't Let Troubles Ruin Your Health

by Irv. Leiberman

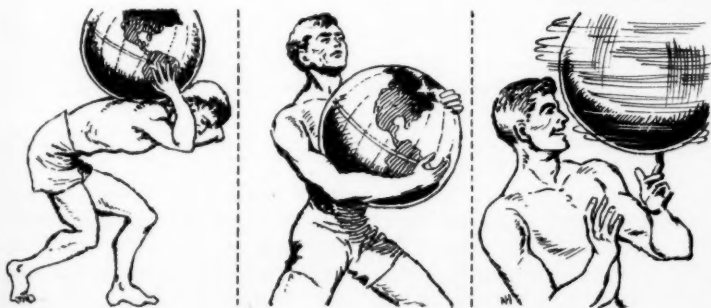
HEALTH DEPENDS, much more than is commonly realized, upon the will. Many a person who has been endowed by nature with a frail constitution has, by the effective use of his will and his constructive imagination, managed to live an energetic and useful life, refusing to let himself become the invalid that he might have been.

Elizabeth Barrett Browning was such a person. Charles Steinmetz was another.

There are thousands of men and women who have, by the power of the will reinforced with imagination, made themselves do what frail or disabled bodies tried to prevent them from doing.

If you consider yourself hampered by ill health, here is a question of first importance that you should put to yourself: "To what extent am I myself the author of my invalidism?"

(Cont'd on page 22)



At the Presbyterian Hospital in New York City a study was made not long ago of 1,500 patients suffering from varied illnesses, and in more than half of the cases it was found that an emotional disturbance lay at the root of symptoms.

At Johns Hopkins Hospital in Baltimore 50 patients who complained of stomach pains and nausea were studied, and in only 6 cases could a definite organic cause be found. One woman's sickness had begun on the day she lost her job, according to the report. Another began to have her symptoms after listening to a radio speaker's description of stomach cancer.

At another hospital it was found that the amount of acid in the stomach soared when patients were led into a discussion of such matters as business disappointments and domestic unhappiness.

High blood pressure is intimately related to the emotional state. Fear can lead to physical disturbances, and so can the fear of fear. If you have a distressing problem the person who says airily, "Oh, forget it!" gives you bad advice. But the person who stimulates you to use your imagination and your will in such a way that you press forward to victory of the spirit does well by you.

Unsolved problems that are buried away in the mysterious depths of the mind are likely to manifest their presence in painful ways, but if you

face the situation squarely, change what can be changed and accept what can't be changed, you can help yourself to escape not only the emotional but also the physical distresses that would otherwise be likely to result.

Many a person has succumbed to disease because he lacked the will to live in health. The will to health plays a large part in the production of health.

A picturesque illustration of the divided will is the donkey between two cocks of hay. He looks at this and it seems good. He looks at that and it seems equally good. Having only a donkey mind he stands undecided between the two. What will keep him from starving to death?

Someone may give him a kick in one direction or the other. That is the way with many people—they wait for something to give them a kick. Or, after careful study of the two, the donkey might make up his mind that there was a little advantage in the haycock on the right over that on the left; and of course that is what a human creature should do. He should study the alternatives and make deliberate choice of that which appears to be most wise and most hopeful.

There is a Chinese proverb that is good to hold in mind: "You can't keep a bird from flying over your head, but you can keep it from building a nest in your hair."

You can't keep troubles and problems out of your life, but you can

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keep them from ruining your health and your life. That is the business of all of us—to learn how to do that, and then to do it.

A sudden narrow escape from being struck by an automobile speeding at 60 miles an hour would make your hair stand on end, make the goose-flesh come out, make your heart beat wildly, and take the strength momentarily out of your legs. That reaction would be instinctive, and would not be anything to be ashamed of. But if you permitted the experience to lead to continuing heart reactions, or to make you afraid to venture into the streets at all, that would be something to be ashamed of.

Emotion is instinctive and is not the result of purpose, but thought is a mental process and is under conscious control. A sudden cry of "Fire!" in a crowded theater would cause immediate emotional excitement. But you can control your emotion by the thoughts you permit yourself to think, and conduct yourself calmly and wisely instead of helping to create a stampede.

You can direct your thoughts toward weakness or you can direct them toward strength. You can direct them so that your fears and ineptitudes get out of control and run away with your life, or you can use your emotions in such a way as to give your life the power it needs. Your emotions are the spark that

gives driving power to your car of life, and your thoughts are—or can be—the hand that controls the spark.

Your problem is yourself. You need a better understanding of yourself, and a more unified mind and will, than you have had as yet. Then you need correct knowledge of the principles and methods that you must use with yourself if you are to deal with your mental and emotional make-up in such a way as to produce the maximum of health, efficiency, and happiness.

How will you go about it if you wish to put a constructive habit of mind in the place of your present way of dealing with life?

First, search out the fundamental and real nature of the challenge that life is making.

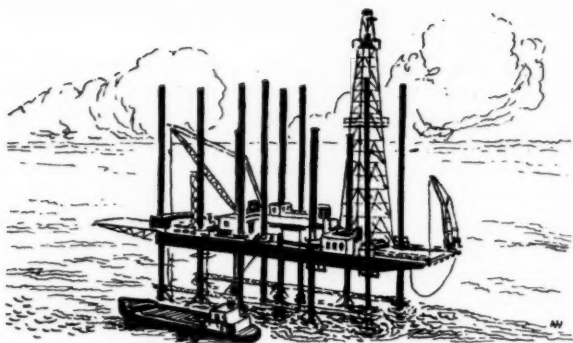
Second, look at the facts in the situation honestly, without sidestepping or dodging.

Third, accept the facts.

Fourth, realize that difficulties and entanglements are inevitable, and take them as a challenge to your power of living your life with success.

Fifth, realize that you have in yourself powers that you have not yet made the most of or used as they might have been used.

It was said of someone that, "He aimed at nothing and hit it." If you desire to live in health and effectiveness you must aim at health and effectiveness.



Mr. Gus Goes To Sea

New drilling rigs tap oil in the Gulf of Mexico

by Pierce Shannon

THE Mississippi delta from New Orleans southward buzzed with activity. The river and adjoining canals lacing the marshes were marked with the usual run of ocean-going freighters, commercial fishing boats and barges.

Here and there we saw features of a new face that has been added to industries along the Gulf Coast, an infant that in two years has taken on giant proportions.

Our pilot, Bob Belfry, hugged the water as we flew toward the Gulf of Mexico. As we passed over the old Vanderbilt plantation we saw a

drilling rig, derrick erect, being towed down the canal that bordered one side of the estate.

At Venice we spotted a convoy of crew boats approaching the docks adjacent to The Jump, end of the highway threading the peninsula from New Orleans. This was the end of the first leg of the homeward journey for drilling crews, inland bound for a week of rest and recreation after seven days on rigs working the mouth of the passes.

Following the Southwest Pass to the open Gulf, the expanding body of this young giant could be seen.

In a great half moon from the mouth of the Pass, outward into the dark blue of deeper waters and swinging back to the right toward Grand Isle, the Gulf of Mexico was freckled with drilling rigs.

Here, the petroleum industry is winning a multi-million-dollar gamble in a search for reserves under the Gulf. Here, free enterprise is again demonstrating its capacity to tackle any industrial job unshackled from Federal restriction.

Such a victory for the petroleum industry, however, has become possible only after timely assists from two friendly forces, the first from Congress itself. In 1948, offshore exploration came to a halt when the Federal government disputed the claim of individual states to minerals lying under ocean waters within state boundaries. But President Eisenhower's administration, by legislation, gave mineral title to these states.

For years geologists have reasoned that prolific oil fields along the coast of Texas and Louisiana extend out into the Gulf. While Federal and state governments squabbled over ownership of such minerals, seismic crews mapped subterranean formations from the mouth of the Mississippi to the southern tip of Texas. Their findings gave the industry something to think about.

In the 27,000-square mile area extending out to the edge of the continental shelf, geologists spotted over 300 promising structures awaiting

exploration. An estimated 2,500 wildcats would be required to probe the huge area, covered with water from 20 to 120 feet deep. A conservative estimate was that one out of three of the oil structures detected would prove commercially valuable. Another 10,000 wells would be necessary to drill up the fields discovered.

More than that, oilmen recognized in this watery hunting grounds the last frontier in which huge new fields might be found in the United States. Drilling is an extremely hazardous operation but its problems are intensified when the rig is placed over open water. Work is performed in a greatly reduced area, increasing the possibility of injury to personnel. To the threat of blowouts and fires, more ominous at sea because of restricted escape, is added the possibility of hurricanes and stormy seas.

Major fly in the ointment, however, was costs. The petroleum industry had experienced something of the tremendous outlays of capital necessary to explore offshore and knew that the figure would be from three to five times greater than for similar land operations.

Early drilling in open waters, beginning with the discovery of the Creole field in 1938, had been performed from self-contained platforms resting on steel caissons or pilings driven through the silt covering the floor of the Gulf. Cost of these platforms, housing drilling

crews, supplies and machinery exceeded \$1 million. About 45 per cent of the amount could be salvaged when location was completed.

In 1954, the cost of an 11,000-foot well drilled in 35 feet of water from this platform averaged \$1,255,600.

Just before open water operations were curtailed in 1948 because of the tidelands squabble, Kerr-McGee Oil Industries Inc., hit on a plan to lower drilling cost by increasing salvage value of basic equipment. Kermac, as the firm is known, built a smaller platform to hold the drilling equipment, then anchored a war surplus boat of the yard-freighter class alongside to house crews and supplies. When the well was completed, all that was left behind was the platform.

Cost of an 11,000-foot well drilled in 35 feet of water by this platform-tender combination in 1954 was \$768,405.

At this point the petroleum industry had invested \$650 million in offshore operations with a gross return of \$120 million. Although they now had a free hand to explore the tidelands, oilmen hesitated to undertake a drilling program calling for 12,500 wells at a minimum cost of three-quarter million each.

It was at this point that an assist came from another friendly force. The steel industry came forth with its knowledge of shipbuilding and other structural techniques to offer its co-operation in working out the

problem of reducing costs of offshore operations.

Steelman, petroleum engineers and shipbuilders sat down at the same drawing board. Result of this combined knowledge and talent was a mobile platform with a submersible hull capable of working in water up to 100 feet deep and totally salvageable when location is completed.

Cost of an 11,000-foot well drilled in 35 feet of water with this mobile platform is \$520,605, or less than half for a similar operation from a self-contained platform and two-thirds that of the platform-tender combination.

Evolution of the design and specifications for mobile platforms is an object lesson in teamwork between petroleum and steel. Strength of material to withstand deep water pressures, stability to remain fixed in spite of wave and wind actions, buoyancy to facilitate moving and space arrangement to take care of crews, supplies, machinery and working area were the initial problems involved in design.

Structural steel developed to meet specifications of the American Bureau of Shipping is used in construction of submersible hull drilling platforms. This steel is characterized by its high ductility, low notch sensitivity and low transition temperature, which means it is less likely to develop cracks, even in water of low temperature, than other grades of steels.

Because of the quality of the steel,

it is estimated that mobile platforms can work five years without dry-docking for major overhauls. This was a major point stressed by oilmen, for lost time is the most costly item in operations.

MOBILE drilling platforms are sea-going monsters packing a wallop sufficient to drive holes three miles deep. Because of the economics involved, future construction for offshore drilling will probably be of this type. Eight units have been built to date, each at a cost ranging from \$2.5 to \$5 million. Three more are scheduled for completion this year.

The petroleum industry anticipates a need for 65 to 100 rigs in constant operation when offshore drilling programs hit high gear. Conceding the possibility that the 33 self-contained platforms and platform-tender combinations now in operation in the Gulf of Mexico will be continued, this still leaves a big construction program to be completed before these requirements are met, possibly within the next five years.

Mr. Gus, built for C. G. Glasscock Drilling Co. by the shipbuilding division of a large steel company, is one of the newest submersible hull platforms. It is a twin-deck design, one above the other and each riding on 280-foot caissons or pilings driven into the ocean floor for stability.

The unit is towed to location riding on the hull with the columns extending upward to support the

working platform. Once on location, the pilings are dropped and driven to firm footing by means of hydraulic pressure. The lower hull, with compartments for fresh water and reserve supplies, is flooded and lowered to ocean floor. Again hydraulic pressure is applied firmly to sink the hull into mud until it carries the desired portion of the total load.

The working deck, which houses the crews and provides area for drill pipe, mud, cement and drilling equipment, is then jacked up hydraulically until it rests safely above the water.

Drilling is through a slot at one end of the platform. This operation is identical to land-based techniques.

When the well has been completed, the procedure is reversed and Mr. Gus is towed to the next location. Since a minimum amount of tearing down and rigging up is required, moves are fast. A rig can be put into operation the same day that the platform is positioned on the new location.

Experience gained in building ships was used by the steel industry to make these new ocean-going drilling rigs comfortable for the 40 to 60 men aboard. Sleeping quarters and well-equipped recreation rooms reflect the latest thinking. Chefs who have cooked in leading restaurants in New York and New Orleans prepare four meals a day, serving menus that are becoming legend along the Gulf Coast.

Because of the increased accident

hazards incident to drilling offshore, crews are selected carefully for ability and alertness. A strong esprit de corps is becoming evident among these crews who work 12 hours a day for a week, then go ashore for a similar period.

Development of the mobile drilling platform is considered a major economic advance. Shipbuilders, some of them affiliated with steel companies, and drilling engineers are still in collaboration on new designs and new shortcuts to reduce the high cost of operations. With

equipment that will work in water up to 100 feet deep, faced with the possibility of becoming obsolete as operations move further out, both industries are now looking to the day when rigs will drill in 600 feet of water.

Between the two industries, a workable plan for that day will be devised and another 50,000 square miles of hunting grounds will be added for petroleum prospecting. Fruits of their labors will be more reserves for a growing nation in peace and arsenals of defense in war.

Reprinted from STEELWAYS.

"I'm in a tough spot," the small boy told his mother sadly. "The teacher says I must write more legibly—and if I do she'll find out I can't spell."

An Easterner was being driven by a rancher over a blistering and almost barren stretch of West Texas when a large brightly-colored bird scurried across the road in front of them. The visitor asked what it was. "That's a bird of paradise," said the rancher.

"Pretty long way from home, isn't he?" remarked the visitor.

Here are the answers to the George Washington Quiz on page 20. Give yourself 10 points for each correct answer. A score of 80 is good. 1-Westmoreland county, Va., Feb. 22, 1732. 2-Surveying. 3-To become a sailor, but his mother opposed his leaving home. 4-Yes, he went to the West Indies with his brother Lawrence who was ill. 5-A widow, Martha Custis. 6-None. 7-No, he usually patterned his campaigns on Indian strategy and tactics, concealing his men and using ambush and surprise. 8-Almost all of his life. Best known offices are his eight years as Commander-in-Chief of the Army and as first president of the United States. He served two terms as president, from 1790 to 1797. 9-No, he was never paid for the time between his election and his inauguration. 10-He contracted laryngitis during a horseback ride in a snow storm.

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ACCORDING to Mr. Webster's dictionary a catastrophe is "a sudden calamity; a great misfortune." Usually when we think about a catastrophe with relationship to our plant, we think of atom bombs, air raids, floods, tornadoes and other examples of human and natural violence. Or, we might think of explosions and fires of great magnitude, the cause of which lies within the plant. While it is certainly

necessary that we recognize the danger and the possibility of such events, we must not lose sight of the probability of less dramatic happenings which could result in the "great misfortune" which Webster says is a catastrophe.

As men who are professionally interested in safety problems you have all attended meetings in the past where you learned, among other things, the fundamentals of fire fighting, the details of different types of extinguishers. Perhaps you also had minute instructions about the steps necessary for the formation and training of a fire brigade within your plant.

All of these meetings were important and all of the instruction you received was valuable, but here I want to present ideas rather than detailed suggestions of how you should operate. For, if we can't prevent a catastrophe, at least we can plan for it. Let's start out by deciding what a catastrophe is.

All catastrophes are not man made. Nature has a way of laying a violent hand on us every once in a while. Practically every year in the northern parts of the country heavy snow and sleet storms cause much damage and inconvenience. Heavy ice breaks branches and even topples over trees, disrupting our transportation system. Some of the trees in their falling carry with them power lines and telephone wires.

Did you ever stop to figure out what could happen to your plant if

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Plant

by *Stuart Grant*

Walter Kidde & Company, Inc.
Belleville, N.J.

the power were suddenly cut off and the telephone lines were down? Have you a plan to get word to the fire department if there were a fire in your plant? Would all of your fire brigade be alerted to the situation automatically, or would you have to depend upon getting department supervisors together to spread the word? This is no time for committee meetings. This is a time for the execution of carefully pre-planned action.

Let's make it still a little easier—let's not have a storm. Let's just have a strike of the telephone operators. It has happened, you know. Without telephone service your plant is just as isolated as if you were out in the middle of the desert. So what have you done to supplement your communication system in time of emergency? Do you know how long it would take to get word to the local fire department? Don't depend upon the plant next door. Its lines may be down too or its operators on strike. You can't prevent emergencies like these from happening, but you can plan organized action to handle them.

You never know when, where or how an emergency will arise. We hear many stories about fire brigade members running to a fire only to find the extinguisher empty. As we speak of it now it sounds a little funny, but believe me there was nothing comic about it when it happened. And why did it happen? Only because someone has failed to plan in advance

a program of fire extinguisher inspection and maintenance.

Then there is the case of an entirely different company. A trucking company backed a tractor-trailer unit up to the loading platform of a company, unhooked the tractor and left two men to load the trailer with heavy material.

It was night. The plant was working skeleton shift. The trucker's men started loading the trailer but made the mistake of putting small heavy pieces in first which gave a high density loading up forward. Suddenly the trailer tilted down on its nose, the rear end hit a four-inch sprinkler pipe and broke it and the water started to fill the trailer. The sudden shift in position had trapped the two men loading, and they were caught in the bottom of the big trailer with water pouring in on them from the four-inch line which was under pressure.

A mechanic on the night shift of the plant heard the noise, saw the trouble and immediately ran to the sprinkler valve and turned it off. Then he went back and pulled out the half-drowned men. If that mechanic had not been properly schooled in the location of the nearest sprinkler valve what a tragedy would have taken place. This, to my mind, is a perfect example of the payoff of good training.

Many years ago, when I was in the oil business, we put on a drive to sell windshield wiper blades. It wasn't

very successful. We didn't seem to be able to convince motorists that a new wiper blade was a necessity. Then we coined a slogan that did the trick. We simply said, "You never need a windshield wiper until it rains." The implication is strong. If you get caught in a storm and can't see through your windshield because of a poor blade you are in trouble. By the same token, "You never need emergency plans until the emergency happens." Of course you can't tell when it will happen any more than you can tell when it is going to rain, perhaps less so.

All this implies that the safety engineer must be more than the guy who goes around and orders yellow lines painted on the edge of the platform so somebody won't walk off and break his neck. His job is a lot bigger than that.

The safety engineer must be an administrator, a planner. To do this he must have both people and money. He must have people because he will need them to cover all actions in any kind of emergency. They do not necessarily have to be new employees or employees whose sole duties lie in emergency work. Regardless of whether they already are on the payroll, or whether it is necessary to hire additional people, the main point is there must be enough people available to handle any emergency. The safety engineer must have money because he must train these people and perhaps buy special equipment in

some cases. Whether the training is done on an overtime basis or by excusing personnel for a portion of their working shift is immaterial. It all represents money, and management must be sold the idea of underwriting the program.

How do you sell management your program? There is not much difference fundamentally between a program you as a safety engineer are trying to promote and the idea your superintendent of production tries to sell when he wants a new piece of equipment. Both ideas revolve around the investment of money in order to maintain or increase production. The only difference is that one idea deals with people and the other deals with equipment. You should approach management with the same careful analysis of costs and results as the production superintendent would if he wanted to buy a new piece of equipment.

It should not be difficult for you to estimate what the loss to your company would be in the event of a catastrophe. Certainly in all of the safety publications you read there are plenty of examples of costly catastrophes.

Your company buys insurance not because it wants a loss to occur but to protect itself against financial loss if a disaster does occur. Training personnel to perform specific tasks in the event of any kind of catastrophe is a form of insurance. But insurance can only replace a loss with

dollars, while adequate training can prevent large losses by the prompt action of well-schooled and well-disciplined personnel.

Part of the training should be to teach personnel not only to recognize potential hazards but to correct them when they can. If the situation is too serious for the individual to handle, he should have a well-organized plan which he can put into operation. He should see that the proper persons with adequate authority will be notified promptly so they may put corrective action into effect. All of this takes planning, training and

personnel which to management means time and money.

You're probably sitting there saying, "I know all this, why doesn't he tell this story to management?" Selling management is part of your job. Presenting the ideas in a businesslike manner is not hard. No one is more conscious of the necessity for continuing production than is your management. If you don't sell management, if you don't make efforts to build an organization to cope with any emergency, then you may be the catastrophe in your plant. You may be the cause of the great misfortune.

The boy friend was sitting in the living room patiently waiting for his long-time fiancée to come down. Making conversation with her father, he said, "You know, I've been going with your daughter for exactly ten years."

"Well, what do you want," her father said, "a pension?"

Judge (to man trying to avoid jury duty): "So you think your office can't function without you?"

Man: "Oh, no, your honor. But I don't want them to find out."

"Well, darling," said the little boy's mother, "were you a good boy at school today?"

"Sure," answered the lad. "How much trouble can you get into standing in the corner all day?"

Golf is a game in which a ball 1½ inches in diameter is placed on another ball 8,000 miles in diameter. The object is to hit the small ball, but not the large one.

"Do you ever see any strange sights?" the elevator operator asked the window washer.

"Yes," replied the man. "There's an office on the fourth floor where everyone's always working."

Burry Biscuit reaps a \$50,000-a-year saving from a \$6,000 investment in this long-range training plan.

Boosting Foremen's Skills With a Long-Range Plan

by George Elmore

Chief Industrial Engineer,

Burry Biscuit Corp., Elizabeth, N. J.

BEST FRIEND of an industrial engineer is the production supervisor. That's how we feel at Burry Biscuit Corp., Elizabeth, N. J. Our cost-cutting ideas just don't pay off unless we have top-flight, on-the-spot management to carry them out. That's why we told our industrial engineering department three years ago to start a training program for the line supervisors (See pages 34-35). We're really encouraged by the results:

...*Direct labor productivity* is up close to 25%—with no major additions of labor-saving equipment.

...*Turnover* is down to 4½% from a high of 22% per month.

...*Absenteeism* is down to 3% from a high of 11%.

How much saving can be credited to improved supervision alone? Our guess: \$50,000 a year. Not bad for a total cost to date that amounts to only about \$6,000.

Of course, supervisory training wasn't the only source of these gains. We had to do lots more to ease the growing pains as our gross sales surged from 3.6 million in 1948 to almost \$18 million in 1955. (Yearly average increase, 1952-55: 12%.)

We realize that better planning, improved methods and maintenance, better equipment have boosted productivity. But we think the secret of our success is the way we tied supervisory training in with our industrial engineering program.

At Burry, industrial engineering

PLAN OF SUPERVISORY

	PROGRAM	SCHEDULE	PARTICIPATION	CONDUCTED BY	TYPE
1	Responsibilities of foremen Organization of company Develop foreman's manual	1952-1953 Winter and Spring	33 foremen and staff department members	Consultant (Barrington Associates)	Conference discussion
2	Responsibilities of supervisors Organization of company Develop supervisor's manual	1953 Fall	40 supervisors and group leaders (2 groups)	Personnel Mgr., and Chief I. E.	Conference discussion and lecture
3	A) Departmental follow-up review B) Self-help reading program	1953 Winter 1954 Spring	60 foremen and supervisors (by dept.) 60 foremen and supervisors (by dept.)	Chief I. E. and foremen Chief I. E. and foremen	Department meeting Department meeting
4	Special subjects 1 Organization and communications 2 Work planning 3,4 Leadership 5,6 Followership 7,8 Objective thinking	1954 Fall	60 foremen and supervisors (4 groups)	Chief I. E.	Lecture discussion
5	Work simplification	1955 Spring	15 foremen and engineers (1 group)	Chief I. E.	Round lecture discussion
6	Production control Quality control Waste control	1955-1956 Fall and Winter	60 foremen and supervisors (by dept.)	Chief I. E. and Prod. Contr. Mgr., Chief Chemist, Waste Contr. Mgr.	Dept. lecture discussion
7	Work simplification	1955 Fall	15 foremen (1 group)	Chief I. E.	Round lecture discussion
8	A) Work Simplification B) Timestudy fundamentals	1956 Spring 1956 Spring	30 supervisors (2 groups) Supervisory volunteers	Chief I. E. and Work Simpl. Coordinator Chief I. E.	Round lecture discussion Round lecture discussion
9	Work simplification	1956 Fall	30 supervisors and key operators (2 groups)	Chief I. E. and Work Simpl. Coordinator	Round lecture discussion
10	Human relations	1956-1957 Fall, Winter, Spring	60 foremen and supervisors	Personnel Mgr., training consultant	Dept. round case m

is responsible for motion and time-study, incentives, methods and standards, cost control, plant layout, materials handling, job evaluation, wage

administration. Why, then, the extra burden of supervisory training? Because we feel industrial engineering objectives and supervisory perform-

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tion. In effect, our program makes each foreman and supervisor an industrial engineer in his own right. Not that we dodge responsibility for technical assistance. But we do want him to be receptive to new ideas, methods, and equipment, and to make suggestions. We realize he has to *participate* with management if we are to make progress. And we know the more *he* demands from industrial engineering, the more we must keep on our toes to serve him.

Three years ago our absentee and turnover rates were high. But we saw them as symptoms of deeper management problems. To help us find the causes and solve the problems, we called in Harvey Saul, of Barrington Associates, New York consulting firm.

First target was to clarify duties and organization of the plant staff group. This group—headed by the plant manager and including superintendent, personnel manager, chief mechanical and industrial engineers, and chief chemist—met regularly with Saul in the early stages to lay the groundwork for what has become our five-year program.

Some of the conclusions we drew then bulwarked our program later on. We decided, among other things, that our program should . . .

... *Be designed for lasting results.* We were willing to forego the peak enthusiasms of a whirlwind program to assure a steady increase in overall plant effectiveness.

... *Avoid over-training.* We didn't want to defeat our purpose by not giving foremen a chance to use what they learned in one program before we launched another. We allowed an interval for application to follow each training phase.

... *Improve present supervisors.* We knew certain supervisory spots had to be bolstered from outside. But we felt we had much to gain, in morale and performance, by sticking with the supervisors who had long carried the ball.

... *Require regular attendance.* We believe training is part of the supervisor's job. So most meetings are on foremen's time—but we rotate schedules so no one group is favored. Supervisors are paid when sessions fall outside a work day.

We planned our program in stages. As the chart shows, it begins at the top and percolates down to the point where some hourly employees are scheduled for work-simplification training in the Fall of 1956. But plans are flexible. We make changes wherever needed.

In the early stages we were content with hard-to-measure benefits—like finding our foremen and supervisors working smarter, not harder—and carrying their experience and knowledge to their people. We were pleased with their growing self-confidence (from training) and with their expressed desire to learn more. We soon detected more co-operation among operating departments and

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between foremen and industrial engineering. We were still more pleased when, as we continued our program, these attitudes kept growing until now they are an integral part of the working habits of front-line management.

Two concrete examples of by-products from our training program are the 14-page manuals these men and women helped formulate in Phase 1. The manuals are concise but adequate. They include only those policies and directives that the foremen understand and know to be workable in our plant.

You'd think a program for over 60 supervisors in a 900-employee plant would cost a lot. Not so. By judicious use of consultants and by supplying initiative where needed most, we've spent about \$6,000:

We've found eight considerations that are worth while in setting up a program like ours. We offer them here for those who are interested in making their supervisors into industrial engineers:

... *Get the support and participation of top management*—at the initial push that launches the whole program and at the beginning and end of each phase of training.

... *Plan the program*—right down to specific phases—two or three years in advance.

... *Get variety into the program.* Lectures, conferences, workshops, and case methods are helpful pace-changers. And spice the course with good facilities and visuals.

... *Give participants outside assignments* that are related to their

Setting up the program (including consultant's fee)		\$1,250
Instructors' salaries (from Burry management):		
Cost of Work Simplification Course at N.Y.U. for Chief I.E.	\$ 400	
Consultant's fee when acting as instructor	1,500	1,900
Training Equipment and Materials		2,493
Overtime payment to supervisors		365
Total cost to Fall of 1955		<u>\$6,008</u>

We've included almost every possible charge. But if you want to include salaries of the personnel manager and myself—pro-rating them to time spent on the program, you had better add another \$3,100 to the total you see in the preceding table.

jobs, ask them to do these assignments between sessions. This way, you'll speed learning and help trainees retain what they learn.

... *Spend as much time in follow-up* as you do in actual training. Training is wasteful if supervisors

don't have plenty of opportunity to practice what they learn.

... Give plenty of recognition to graduates of the course. For example, certificates, letters of commendation from the plant manager, or special dinners that set the graduates apart and serve to build up their stature among their fellow supervisors and employees.

... Plan refreshers for those who

have already been through the training course—and for new people who are just coming into the management group.

... Keep your eye on the long-range objectives. Immediate results may be disappointing unless you have top management accustomed to the fact that measurable payoffs are sometimes two or three years in the making.

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On the golden wedding anniversary the old lady was asked: "In all these years have you ever thought of divorce?"

She replied: "No, only of murder."

Jack: "If I had a million dollars, do you know where I'd be?"

Jill: "Sure, big boy—you'd be on OUR honeymoon."

Sales Clerk: "This perfume has proved quite effective. It has a chloroform base."

Elevator operator: "It isn't the ups-and-downs that bother me so much. It's the jerks."

Fred: "Won't your wife hit the ceiling when you get home tonight?"

Ted: "She probably will. She's a poor shot."

A man doing a hauling job was told that he couldn't get his money until he submitted a bill.

After much meditation, he sent the following statement: Three comes and three goes at four bits a went—\$3.00.

Here are the answers to "Test Your Word Sense" on page 13.

1-a, 2-b, 3-c, 4-b, 5-d, 6-c, 7-a, 8-c, 9-b, 10-a, 11-a, 12-c.

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"Did you pick up a powder-blue pinstripe suit at 654 Maple Drive this morning?"

A Supervisor's Guide to Intelligent Labor Relations

1956



by James M. Black

JOHN WILCOX (that's what we will call him) was drunk. No doubt about it. He had taken on a load. Far more than he could handle. Now it was time to go to work. And that is exactly what he did. When it was all over and John had added up what happened, here is how the score board read. He had lost his job. Two other employees had gotten more than a cheery bounce from theirs. And he had a hangover of the ages.

Of course, John believed that his punishment was too severe. He wanted his job back and he had to figure out a technical reason to prove the company had disciplined him too harshly. A technicality was his only chance. For a company rule that John knew about prohibited employees from bringing intoxicating liquor into the plant either in a bottle or in themselves. And John Wilcox was as full of nips as a frosty morning when he arrived at work. This was so obvious that even he did not attempt to deny it. He admitted freely that he had had a drink. Because a man can't fly on one wing, he had taken another. By the time he reached the plant he was flying on at least 16 wings and doing it high, wide and handsome. But there was a loophole in the company's case. It was—well, let's go back to the beginning.

Almost uniformly in industry, there are rules that specifically say intoxication within the plant or on the job are grounds for dismissal. The regulation is so sound that unions have never seriously argued against it. But you would be surprised at the number of employees guilty of this violation who are able to upset the policy and win reinstatement in their jobs because management has failed to prove its case or, for some technical reason or other, has erred procedurally in terminating them.

Actually it is difficult to establish the fact that a person was not so sober on a particular occasion, especially if there are few witnesses to the event,

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and those witnesses are vague and inconclusive in their testimony. Moreover, even if an employee admits freely he has been drinking, he still may be able to beat the rap because of the haste of management in the preparation of the case or because of the mistakes made by the company in gathering evidence to support its position.

Take the experience of the foreman who found that a group of his construction workers had mysteriously disappeared from their jobs. He started a search for them and later on discovered the missing men in a nearby tavern, each with a brimming beaker of beer before him. He fired the culprits on the spot for drinking on the job. He had an air-tight case, or so it would seem. But did it stick? No, it did not!

The employees claimed they were not drinking on company property or while working. This was true. Moreover, said they, the foreman had arrived before they had a chance to tilt their mugs upward, so they weren't drinking at all. The bartender backed them up.

Well, what about leaving work without permission? They were guilty of that. Sure! But the company had made no such charge against them. So the arbitrator sent them all back to work. Innocent on a technicality.

John Wilcox saw a similar opportunity and he took advantage of it. He had a technical "out." This is what the union said in his behalf. It

argued Wilcox was an employee of five years service. His record prior to his discharge for wilful misconduct had been good. He did come to work on the second shift under the influence of whiskey. But—and here the union made a point—he did not "ring in." He was stopped by the guard at the plant gate and advised to take the day off.

If Wilcox had taken the security man's suggestion all would have been well. But he followed the guard's advice only partially. While he didn't go to work, he didn't go home either. Rather he made himself at home in the guard house, and that is how two other employees became unfortunately involved in his case. But more of that a little later.

The union argued that Wilcox was not on the immediate plant property, that he had not punched in at the clock, and that therefore he was drunk on his own time and not subject to the rule against intoxication. The penalty of discharge was not justified, the labor representative concluded.

A fine point. But what did management have to say? The company did not disagree with the facts that the union had presented. But the story, it said, was far from complete.

Evidently John Wilcox had had quite a morning. When the guard warned him against entering the plant he had taken the advice—at least some of it. He could see it made sense not to go to work. But go home? Not John Wilcox. Here

he was feeling like a million dollars, and ready to spend it. What he needed was companionship.

Wilcox must have been a pretty persuasive fellow. For he took his seat in the office of the guard about four o'clock in the afternoon. In the eventful 60 minutes that followed he persuaded the security employee to telephone the maintenance department to tell a certain lady, whom Wilcox said was his wife, that her husband was sick and waiting at the gate. An electrician answered the guard's telephone call. He didn't know the lady in question, but a union committeeman did, and he passed the word along. She came to the telephone. What she said, what Wilcox said, or the guard said, is not related. But at six o'clock the woman told her foreman her husband was at the gate sick and requested a pass to go home. She got it and left the plant.

The company related that at first both the guard and the alleged Mrs. Wilcox had denied their parts in the plot. But under questioning they admitted their complicity, and both had been fired. However, Wilcox had stoutly maintained he was too drunk to remember what had happened. All he would confess to was that he had reached the company guard house at 4 p.m. in a highly intoxicated condition. He denied knowing anything about the telephone call.

The company concluded its case by saying, "If Wilcox had returned home

after being stopped at the guard house there would have been some cause for discipline but not for discharge. But the fact that he remained and conspired with the guard, wilfully misrepresenting himself and disrupting production, certainly justifies the invocation of the penalty of termination."

The arbitrator reviewed the arguments and then gave his opinion. He reasoned there was no major disagreement between the parties as to the facts. Certainly, he said, the conduct of Wilcox was improper. When he had come to work drunk he started a chain of events that led to the firing of two employees.

"Moreover," continued the arbitrator, "I am strongly inclined to support the company's action in the discharge of Wilcox. The decision departs from that judgment only because the evidence is not clear and convincing as is desirable in so serious a matter."

The arbitrator made these points: A discharge is the most serious penalty that can be inflicted in industrial society. A penalty so serious must be just. Guilt must be clearly established before the penalty can be justified.

Then he said, "Wilcox's actions after coming to the guard house are based principally on hearsay. The hearsay depends on the testimony of the guard who has already admitted to the company that he lied in his first report of these matters. The

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position and responsibility of the guard made his offense most serious, and in view of his conduct I am reluctant to give any weight to his report. Wilcox's record, on the other hand, in his almost five years with the company, is good and apparently without fault."

So the arbitrator reduced the penalty. He said that Wilcox had already lost more than two months from work before his case worked its way through the grievance procedure to a hearing. That was punishment enough.

The award said, "The conduct of Mr. Wilcox is worthy of severe discipline. However, because there is not sufficient and clear evidence supporting the discharge action of the company, the arbitrator cannot conclude he was discharged for good cause. He will be reinstated, but without pay for time lost."

So that's the story of Mr. Wilcox. And it points up two important facts that the alert foreman should keep in mind. First, if an employee arrives at work drunk, make sure that procedurally you build an air-tight case against him before you discharge him. Second, never rely on the testimony of a single witness. Make certain

you have several reputable employees who can swear to the accuracy of your presentation of the facts.

We will make no attempt to second guess the management representatives who handled the Wilcox affair. Nobody denies that he was guilty. And he was punished. But it is a pity that the foreman of the lady in the case made no attempt to investigate the matter, even casually, before he issued a pass for her to go home. This is human and understandable. He was probably busy, and what reason did he have to suspect the truth?

But this is mere speculation. It must be understood that the account of the case places no blame whatever on the foreman. However, the company (and this it undoubtedly realized) was on shaky grounds when its main witness to facts was a discharged plant guard whose regard for the truth, by management's own admission, would not have made him a candidate to end Diogenes' search for an honest man. The Wilcox story proves one thing. When you fire an employee you must be right. Not only that, you must be able to prove you are right, if you want him to stay fired.

This case is based on an arbitration hearing between the Marlin Rockwell Corp. and the UAW-CIO, Local 197. Arbitrator: Connecticut State Board of Mediation and Arbitration: Joseph F. Donnelly, Samuel F. Curry and Warren L. Mottram. Case described in Labor Relations Report, July 27, 1955.

Are You Well Informed?

HERE'S an opportunity to find out how much you know about management topics and terms. Write your answers in below each of the questions and then turn to page 49 and see how well you did.

1—In a modern industrial plant what is "crib inspection"?

2—What is a "high load factor" in regard to power used in a plant?

3—Of the following systems of organization, which is the most prevalent in industry today?

a _____ *Functional Organization*

b _____ *Line and Staff Organization*

c _____ *Line Organization*

4—Under what conditions would a company use a "flexible" budget system?

5—There is considerable controversy over "Right to Work" laws. What are they, federal, state, or local laws?

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trusting to ~~X~~ receive same beg to ~~X~~ call your attention
the situation ~~X~~ as it actually exists
first ~~X~~ and foremost thanking you ~~X~~ in advance
appreciative ~~X~~ and grateful ~~X~~

Putting Words to Work

by Herbert C. Morton

Professor, Amos Tuck School of Business Administration
Dartmouth College

(The second of two articles)

IDEALLY, of course, instruction in writing should include discipline in how to think straight, but the refinements of logic generally are beyond the scope of the company training program. The writing consultant sets more modest goals. He tells employees what to think about rather than how to think.

Even elementary advice is useful because many simple ideas are ignored. For example, many employees profit from these two simple suggestions for planning their replies to incoming mail:

1. Underline the sentences and questions that need to be answered.

2. Jot down a few notes before dictating.

Advice on how to think about people is usually more detailed and more emphasized, particularly in letter improvement programs. It is summed up by the favorite admonition of consultants: "Adopt a YOU attitude."

It is in their discussion of the "you attitude" that writing counselors digress into a broader examination of human relations. For the "you attitude" is essentially the application of human relations and public relations to writing. The "human touch" is often as important

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as the content of the message itself.

Employees are urged to write shorter sentences and for good reason. Short sentences are easier to understand and easier to write. A professional craftsman may write long sentences that are perfectly clear, but not the average writer in business. He is more likely to get hopelessly entangled in phrases and clauses. As a result, the reader spends time translating the difficult message when he should be evaluating it.

Correctness for its own sake is not a major objective. The concern over split infinitives, the distinction between shall and will, the ban on prepositions at the end of a sentence—all of these rules that characterized business writing a generation ago—are frequently ignored.

The critical questions today are: Is the message clear, complete, concise, accurate, and persuasive? Does it win friends? Does it get action? Gross errors of grammar and usage get some attention, but the prevailing view seems to be that a knowledge of grammar is only helpful insofar as it helps a writer bring order out of the chaos of words in his mind.

When devotion to usage forces him to sacrifice clear and forceful expression to achieve correctness, it becomes a barrier to communication. Furthermore, perfect English probably is unattainable. The English language trips up its most professional practitioners.

One expert who was developing a

certain violation of usage was himself caught in an infraction by E. B. White, the *New Yorker* magazine's perceptive and witty essayist. Whereupon Mr. White commented: "English usage is sometimes more than mere taste, judgment, and education—sometimes it's sheer luck, like getting across the street." Luck can't be taught in a writing program.

The typical company writing program also covers: Word choice, particularly the superiority of concrete words over abstract and simple over complex; effective ways to begin and end letters; organization of long reports, including the usefulness of subheadings, charts, tables, and short introductory statements of conclusions and recommendations.

Programs even include instruction on how to get along with stenographers: "Look at your secretary when you dictate . . . don't expect your words to ricochet off the window pane in her direction. . . .

"Give specific instructions before you dictate. . . . Dictate in phrases and clauses," and so on.

How are the do's and don'ts of good writing taught? What teaching devices are used?

The program usually gets underway with a series of workshops on company time. Participation is either optional or compulsory. A skillfully-run program may get as good a turnout by voluntary participation as by required attendance, but wholly voluntary programs are not typical.

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fewer employees at each. There may be six to ten sessions lasting an hour or two. They are rarely lecture sessions. Usually they are informal group discussions that include analysis of good and bad company writing. Frequently these sessions are supplemented by personal conferences between the program director and the employee.

The writing programs often include the preparation of training manuals, which need not be elaborate to be effective. It's the content that is important to management as well as to employees. Until a manual is devised, management often doesn't know what its policies toward written communications are and employees do not understand what is expected of them. Preparing a manual helps management clarify its thinking and standardize its policies. To the employee, a manual is an up-to-date record of rules, procedures, and objectives.

Short booklets that reiterate the need for and criteria of good writing are issued to remind employees who already have taken writing courses. Weekly or monthly bulletins also are used to advantage.

Other devices to remind employees of the value of good writing include blotters, letter-rating charts, films, slides, and readability guides.

Readability formulas, which are both damned and praised, have received much attention in recent years. Unquestionably they have helped to dramatize the need for

better writing and have stimulated popular interest in "readable writing."

But readability formulas are primarily tests of written matter, not tools of writing. The tools of the writer are still information, ideas, words, an understanding of people, and a disciplined mind. A mathematical formula or a calculator is no substitute for any of these.

A company may set up a writing program under the direction of one of its employees, or may call in a consultant.

Both company-directed and consultant-directed programs have proved successful. Any theoretical advantages of one method over another seem less important than the selection of the right person for the job and the willingness of top management to offer continuing support.

If a management wants to set up a company-directed program, it should recognize that:

1. It must give the writing director or counselor enough prestige to work easily and effectively with employees and, if possible, with management. The counselor's job should at least be above the level of first-line supervisors. A writing program is an innovation that is not readily understood. Its acceptance depends in part on whether the "boss" makes clear that he wants it. Also, writing is intensely personal. Employees are apt to be as touchy about their letters and memos as about a new hat or mannerisms of speech. They may

not be receptive to suggestions and criticisms.

2. The counselor's work should not be evaluated by measuring the number of manuals, bulletins or slides produced. Often the most constructive work is done in personal conferences with writers.

3. The counselor should not only be professionally competent (and this includes the ability to speak effectively) but also tactful and sympathetic. Indeed, the importance of diplomacy can hardly be exaggerated. As one counselor said: "Anyone who has written for years feels that I can't know enough about his work to help him. They are suspicious of me until they realize that I'm not here to take their jobs away, but that I'm just here to help them."

4. No program should be introduced until the counselor has familiarized himself with the operations of the divisions with which he will work.

If a company cannot find a qualified person to direct its program, or isn't large enough to support a full-time counselor or writing staff, it can hire a consultant.

Sometimes there is a compromise. A company hires a consultant to set up a program, analyze company needs, undertake initial training, and return periodically to check on progress and stimulate fresh interest. Writing counselors or working supervisors, who receive special training, check over the day-to-day work.

This compromise attempts to ex-

ploit the advantages of both consultant-directed and company-directed programs.

Consultants argue first, that as observers rather than participants in the business, they bring additional perspective to the job and, second, that they are able to deal effectively with management representatives who may need help the most.

Company counselors contend that they bring to the job a greater personal interest in the company and knowledge of it, and are around more often to help.

The costs of the company program vary with the number of persons employed in the writing program, allowances for manuals, films, etc. In short, generalizations about costs are not very useful.

Business writing programs are no cure-all for sagging sales and poor public relations. They are aimed primarily at improving work-a-day communications.

Despite the progress of recent years, one leading consultant confided that he is constantly amazed to find blue chip companies so desperately in need of a shake-up in their writing policies.

What business has learned about writing may be far less than it needs to know, but it still is worth summing up:

1. Writing needs to be managed, just like production, marketing, industrial relations or finance. As a cost, it is too sizable to be neglected. As a tool, it is too useful to be left

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unsharpened or to be handled carelessly by unskilled workmen.

2. Techniques to reduce costs, to speed up the flow of letters and reports and to improve the quality of written communications are within reach. They include modernization of office procedures, training sessions, company manuals, bulletins, and personal instruction.

3. Both consultant-directed and company-directed programs have proved successful.

4. To succeed, a writing improvement program needs the wholehearted and continuing support of top management—a management that understands the problems of communications, that can set reasonable goals, that is receptive to proposed policy changes, and that realizes the fundamental importance of changing the attitude of employees toward language and public relations.

Drunk: "Shay, call me a cab, willya?"

Bystander: "My good man, I'm not a doorman. I am a naval officer."

Drunk: "Awright, then call me a boat. Gotta get home!"

Guest phoning down from his hotel room: "Is this the desk clerk?"

Clerk: "Well, what's eating you now?"

Guest: "That's what I'd like to know."

Wife (to husband reading): "I want to do some shopping today if the weather permits. What does the paper forecast say?"

Husband: "Rain, hail, sleet, snow, thunder, lightning and fierce winds."

Here are the answers to "Are You Well Informed?" on page 44. If you answer all of the questions correctly, you are keeping yourself well informed.

1—In crib inspection, cribs are located at one or more places in the plant. Material to be inspected is moved to them.

2—A "high load factor" is the ratio of the average power to peak power used during a given period of time.

3—Line and Staff Organizations.

4—"Flexible" budget systems are used when sales and production cannot be predetermined with accuracy.

5—"Right To Work" laws are enacted by states.

WASHINGTON REPORTS FOR SUPERVISORS



By Samuel Irish

THE 84TH CONGRESS stands in adjournment *sine die*—"without a day" (for meeting again) so, barring a special session, its legislative work is done. However, in its investigative work, it's in full stride. Understandably, Democrats are using their control over committees for inquiries and headlines on several fronts.

Monopoly foes are looking deeper into TV, meat packing, and may get into the matter of gasoline service station operations and gasoline prices. The House Ways and Means Committee, where all "money bills"—laws for taking away your money and mine—originate, is juggling three balls (no connection with pawnshops!): A general tax study, an excise probe, a tariff study. It well may go into the problem of making the income tax "fair." The Joint Economic Committee will tackle prices and profits, Soviet economic trends, industrial migration, monetary policy. Other groups will scan foreign aid, coal policy, oil imports, violations of the mineral leasing laws by major oil companies.

A number of the current investigations have more than "political overtones": They are political.

Incidentally, with respect to legislation, the 84th Congress did a record-breaking job quantity-wise. It passed 2,878 bills out of some 16,000 or so introduced.

Quality-wise, both Republicans and Democrats, each in their own way, are viewing with alarm and pointing with pride at the same record. It's according to who's doing the pointing and viewing whether it's pride or alarm.

SAFETY IN THE WILD BLUE YONDER

Of perhaps most immediate interest to supervisors in the aircraft industry and to the millions of other Americans who use the nation's airlines are the multi-pronged probes into our national airways system with particular emphasis on air safety. The spark for the several safety inquiries by Con-

gress was the collision of two giant airliners over the Grand Canyon killing 128 passengers. It was the worst disaster in the history of civil aviation.

However, even before the disaster, a broad inquiry into operations and policy had been touched off by the firing of Frederic Lee as Civil Aeronautics Administration Administrator. Lee is a Vermont Republican who was a career man in CAA under the Democratic Administration. He was fired, according to charges, because he was too insistent in trying to get more money out of Congress for more and modernized air navigation aids and airport development.

This was contrary to the philosophy, and politics, according to the Democrats' charges, of Lee's boss, Secretary of Commerce Sinclair Weeks. Secretary Weeks is a Boston investment banker (like Lee he is a Harvard man) who is strongly committed to the balanced budget program of Treasury Secretary Humphrey. He and Lee had clashed repeatedly over budget requests.

INDEPENDENCE FOR CAA

As a result, Senator Mike Monroney of Oklahoma, subcommittee chairman, introduced a bill which would have taken CAA out from under the Department of Commerce and made it an independent agency. His theory was that CAA is primarily a technical agency, having to do with air safety, and air traffic control and development. This requires a highly specialized, expert knowledge and the CAA should not be a "step-child" in an old-line agency of ground and economy-minded political appointees.

The Monroney bill was widely supported by the Air Line Pilots Association, by labor groups, including the United Automobile Workers, who represent a large number of airplane factory workers, and by private aircraft operators.

The Air Transport Association, composed of the major air line operators, warned we were "running out of air space" and urged much greater independence for CAA. However, ATA said it believed CAA could still remain under the Commerce Department and function with the needed independence.

The air independence bill was effectively opposed by the Department of Commerce in the person of the Under Secretary of Commerce for Transportation, Louis S. Rothschild, and by other agencies of the Administration. Mr. Rothschild quoted the Hoover Commission report that there were—

"Sixty-five departments, administrations, agencies, boards, and commissions engaged in executive work, all of which report directly to the President—if they report to anyone. This number does not

include the 'independent' regulatory agencies in their quasi-judicial or quasi-legislative functions.

"It is manifestly impossible for the President to give adequate supervision to so many agencies. Even one hour a week devoted to each of them would require a 65-hour work week for the President, to say nothing of the time he must devote to his great duties in developing and directing major policies as his constitutional obligations require."

In the face of Eisenhower Administration opposition, the Monroney bill got nowhere in the 84th Congress, but his subcommittee is studying the Grand Canyon crash, and the idea is far from dead.

DEATH BY CO-ORDINATION

Also studying the Federal role in aviation is the House Government Operations Committee. In a vigorous intermediate report, the committee pointed out there were over 75 committees, subcommittees, and special groups working on aviation matters in the executive branch of the government, and characterized it as an "organizational jungle."

"A lack of well defined authority and responsibility in aviation matters and the multiplicity of agencies has resulted in compounding confusion rather than in the resolution of critical problems," the report asserted. Wm. B. Harding, investment banker that headed Eisenhower's Aviation Facilities Study Group, testified before the subcommittee, *"There has been too much co-ordination.*

"Matters requiring decision literally have been co-ordinated to death."

An aspect that supervisors will want to note is that the new safety requirements that are coming out of the various inquiries will mean more instruments and devices on planes. Their manufacture and installation will require more and more skilled labor, and skilled supervision. And more money.

CHEAPER THAN A STRIKE

Officials of the Federal Mediation and Conciliation Service here, who work for government salaries, are studying with surprise, and quite probably envy, the costs and awards in the arbitration of the Southern Bell Telephone strike. The total is running close to \$2 million.

One of the terms of settlement of the strike, which ran for 72 days, called for arbitration of 243 discharges for "strike misconduct."

Three arbitrators and an alternate were retained by the union, the Communications Workers of America, and the company. The arbitrators, sitting separately, heard 226 cases. Seventeen persons elected not to go to a hearing.

The final score was this: Discharges sustained, 52; discharges set aside, 81; discharges modified, 93. On a percentage basis, the results were: sustained, 23 per cent; set aside, 35.8 per cent; modified, 41.2 per cent.

The arbitrators each received \$125 a day and expenses. (The Director of the Federal Mediation and Conciliation Service gets only \$16,000 a year.) Both sides employed batteries of lawyers. Sometimes hearings were going on simultaneously in several cities.

The union paid the basic living costs of the discharged workers until the awards were made in their cases. These benefits varied, depending mainly on the number of dependents an employee had.

The misconduct charges ranged from egg throwing to allegations of violence on and off the picket lines, including serious charges of property destruction.

The contract with the arbitrators provided that they were to determine whether the discharges were made for "reasonable cause." There was no burden of guilt on the company for discharging a person, but there was a burden of proof. That is, it had to show the employee's conduct was so bad that it would be unreasonable to require his continued employment.

In some cases the arbitrators modified the discharges to limited lay-offs. In others, the company was required to reinstate with back pay.

Total back pay awarded is roughly estimated at \$500,000. The largest single award was \$5,500—more than a year's pay.

However, it's still much cheaper than a longer, or another strike—cheaper for the workers and their union, cheaper for the company, and cheaper for the rest of us.

"Mrs. Upton's pet dog has been run over; she'll be heart-broken."

"Don't tell her abruptly."

"No, I'll begin by saying it's her husband."

A Texas GI was playing poker with some English soldiers. He drew four aces. "One pound," ventured the Englishman on his right.

"Ah don't know how you'all count your money," said the Texan, "but ah'll raise you a ton."



By William M. Freeman

WATCH THE NEWCOMER. He doesn't know a thing is impossible, so he tries it, while the old hands watch. And he succeeds. That's a familiar story, so familiar that no one believes it ever really did happen.

Here's what has just happened in Hollywood: The movie industry, alarmed and worried by the inroads of television on their paying customers, has rented studio facilities to the television people to make shorts for the home screen. A few weeks ago a pair of television tyros set to work making a feature-length film for Metro-Goldwyn-Mayer. The old hands gathered around to see the fun. The newcomers estimated a 14-day shooting schedule and completed the picture in nine. (30 days would have made M-G-M happy.)

The producers explained their speed by their use of television techniques. They used good actors who knew their lines and they cut the number of sets.

"We didn't know any other way to make the film," one of them said. "Not being experienced in studio operations, we just went ahead as we did in making films for television."

When you see "Capital Offense" advertised at the neighborhood movie theatre (if there is one), note the picture well. It is a regular film, but made by a new method—called television.

There is no doubt that television in Hollywood has—

STAYING POWER

—if for no other reason other than that the movies have no choice. There are now 50,000,000 television receivers in the world, and 39,000,000 of them are in this country, according to the latest issue of *Television Digest's Factbook*. We have 478 television stations and 178 more are authorized. There are 21 small stations in Armed Forces bases. The other 41 countries with stations have but 246 in all.

The producers of films for television and for theatre showings agree on the outlook. This month the National Society of Television Producers will be integrated into the Screen Producers Guild under the name of the latter.

The movies, like industry generally, can use the fresh ideas and techniques of the newcomer. The day of sending the new man scurrying for a left-handed monkey wrench is over. He is welcomed for the good he can do.

ART vs. BUSINESS

People from all over the world visit New York to see the Great White Way, the blaze of lights that makes Times Square a magnet.

Most of the visitors are disappointed because the square is a jungle of advertising signs, hot dog stands, juice bars, cheap cocktail lounges, barkers, movie palaces and pretty much the same people you'd see back home.

So Robert Moses, the Commissioner of Parks, decided a few trees planted here and there would help to cut down the honkytonk atmosphere and make the once-gracious square, which now lacks legitimate theatres altogether, a little easier on the eye.

And what do you think happened? The businessmen protested that the trees would hide the electric signs and hurt real estate values. The Broadway Association, an organization of merchants which is on record as protesting the brassy cheapness to which the area has descended, is fighting the plan. The chances are there will be no trees in Times Square.

There is a moral in all this. The dollar usually triumphs—although not in the long run.

TOYS

Christmas is only a little more than two months off, so here's the latest word on toys: The makers expect a total volume at wholesale of \$1,375,000,000, which would represent a 10 per cent rise over 1955.

Roger B. M. Barton, who is a former president of the Toy Manufacturers Association as well as president of Parker Brothers, manufacturer of games, said his company's business was 15 per cent ahead of 1955. He noted that summer toy volume has been helped considerably by the fact that more families are spending more time at home. Aside from the generally shorter work week, he attributed this fact to traffic congestion, home air-conditioning and television.

COMPETITION

The sovereign state of Minnesota would like some more businesses and industries to live there. Its method of inviting them is refreshing, if only by contrast with the highly aggressive offering of inducements by other states.

Governor Orville L. Freeman has let it be known that his state will not engage in "headlong competition" nor will it "buy" an industry by means

of tax concessions. He listed the state's advantages—raw materials, labor, water and the like—and noted that power costs are high and told what was being done to bring them down.

"We will try to achieve a tax climate for industry as favorable as possible, consistent with our standards," he said, "but we will not attempt to buy industry by means of tax concessions which can be made only at the expense of other less-favored enterprise or at the expense of essential services which cannot be provided unless revenue is available."

A well-known industrialist remarked recently, "There is no such thing as a free lunch." The comment is just as true of the bargain offers made by some states. If taxes are so low as to cause a company to move in, where are the funds to come from to pay for government services? If labor is cheap and plentiful, what is to prevent it from becoming costly and scarce? And so on.

There is this for a company to consider when it contemplates moving:

A bargain offer should be subjected to careful scrutiny when a state makes it, just as much as if a sidewalk dealer offers a bargain in shoddy neckties.

Tourist: "Any famous men born around here?"

Native: "Nope. Best we can do is babies. It's different in the cities, I suppose."

Mother: "Sonny, don't use such bad words."

Son: "Shakespeare used them."

Mother: "Well, don't play with him."

Grandma: "Would you like to go to the fair and ride on the merry-go-round, dear?"

Modern Child: "I don't really mind, if it will amuse you."

"The improvement of human relations on a world-wide basis is not something that can be left to government, to the clergy, to industrial relations experts in industry. If we are to have better management from the viewpoint of human relations, we must have better managers. We must have people who temper their applications of management techniques with a deep understanding of the human problems involved. Our management leaders must give leadership in the creation of human values as well as material values."—*Harold B. Maynard, president, Methods Engineering Council.*



*The Lima Management
Club, Inc.*

Management Team of the Month

DURING 1955 and 1956, The Lima Management Club tried to sow a few seeds for future harvest. The harvest will consist of an abundant crop of well-educated and informed young men for industry.

The need for better-educated men is more apparent to us every day. We see new plants, new layouts with automated processes, more and more electronic controls, gadgets and labor saving devices. These better and more complicated methods permit American industry to produce low-cost, quality products which give the people of the United States the highest standard of living ever attained.

It was obvious that one way to produce the well-educated people we need in industry was to acquaint high school students with opportunities in industry.

To do this we originated and sponsored the First Annual High School Industrial Forum to help students plan for careers in industry.

After an orientation period, we tried to guide the students in the selection of subjects for study.

Throughout the program we emphasized the continued and growing need for college trained people in every phase of industry: engineering, testing, tooling, processing, planning and many other areas of management control.

The Forum covered six full days over a period of four weeks and was directed at all students (freshmen through seniors) who wished to participate. The program included plant tours, lectures, panel and group discussions. Our enrollment was 105 students.

To put the program across, 135 members of our club contributed more than 250 man-hours of work.

Top management welcomed the Forum as an opportunity to present industry's story. We got our key-note and a number of panelists from the ranks of our top executives.

In addition to the formal program, we also offered a counseling service to students. Various specialists helped students by giving them advice through the year.

School officials have high praise

for the program. Gordon G. Humbert, superintendent of Lima Public Schools, says:

"This program brings business and industry into the educative process, and broadens the viewpoint of both students and teachers in the local economic picture. The program of the Lima Management Club has already made a significant contribution to the education of youth in this community in innumerable ways.

"In addition, the club has:

"Sponsored an annual scholarship contest for county senior boys in which the Lima Senior High School has always been invited to participate.

"Conducted an industrial Forum last year for Lima Senior High School boys in which local industrial opportunities were mentioned and explained.

"Arranged two plant trips last year for Senior High boys.

"Co-operated with Bowling Green State University and Ohio Northern

University in providing extension courses which are of particular interest to Lima teachers.

"Provided speakers for annual Career Day programs.

"Supported tax levies and bond issues presented to the public for the Lima City Board of Education."

Due to the success of our Forum and the requests we have had from surrounding county schools, we have decided to make the "High School Industrial Forum" a permanent part of our civic program.

We recommend that other clubs in the NMA seriously consider this type of program and we have already sent out copies of our program to 25 other NMA clubs. It is our hope that NMA clubs will borrow, expand, and implement the idea throughout the country.

H. R. Dimmick

Immediate Past President

The Lima Management Club, Inc.

A girl meeting an old sweetheart decided to high bat him.

"Sorry," she murmured as the hostess introduced them, "I didn't get your name."

"I know you didn't," rejoined the old flame, "but you tried hard enough."

Worried man to psychiatrist: "All day long I eat grapes."

Psychiatrist: "So what? Lots of people eat grapes."

Worried man: "Off the wall paper?"

The doorkeeper hurried down the steps of a club to open the car door, slipped, and rolled the last few steps. The manager, who happened to be standing in the entrance, called out angrily: "For goodness sake be more careful. People will think you're a member."



**"It may be just prejudice on my part but personally
I don't care for a woman boss."**



A bulletin board outside a church announced Sunday services—"Do you know what hell is?" Underneath was printed in small letters—"Come and hear our organist."

*The small boy had fallen into the stream but had been rescued.
"How did you come to fall in?" asked a bystander.
"I didn't come to fall in," the boy exclaimed. "I came to fish."*

A lady was entertaining the small son of a friend. "Are you sure you can cut your own meat, Tommy?" she inquired.

"Oh, yes, thanks," answered the child politely. "I've often had it as tough as this at home."

"You're getting married today," said the mother, "and be sure to remember that marriage consists of give and take. If he doesn't give you enough, just take it."

Bully: "That means fight where I come from."

Brawny: "Well, why don't you fight?"

Bully: "Because I'm not where I come from."

Teacher: "Willie, you shouldn't talk to Bobby like that. Had you ever thought of heaping coals of fire on his head?"

Willie: "No, but it's a good idea."

"I know a man who has been married for thirty years and he spends every evening at home."

"That's what I call love."

"The doctor calls it paralysis."

SPEECH FORMULAS

The Hostile Audience

(Eleventh of a series of articles)



by **LESTER L. McCRERY, Ph.D.**



IT IS sometimes necessary for a speaker to present an idea or a point of view to listeners he knows to be hostile or opposed to what he will say. Such situations range all the way from person to person conferences, through large meetings and conventions, to formal speeches.

The speaker who understands the technique of talking to a hostile audience can meet such occasions with a good measure of success. The speaker who doesn't know how to handle such audiences usually creates more hostility.

The following suggestions have been found effective in gaining the favorable attention of antagonistic listeners.

First, it must be realized that people's beliefs and opinions cannot be overthrown by a logical array of facts. When my son was five years of age and I undertook to reason

with him on the error of his ways, he would clap his hands over his ears and say, "I don't want to hear you!" Similarly, if a speaker tries to show the superiority of his own reasoning over that of his listeners, there is a refusal to listen.

How can we keep the hostile listener from clapping his hands over his ears? Merely, by talking first about things he is *willing* to listen to; and by treating him as a reasoning person. Benjamin Franklin, who was a past master at handling hostile audiences, once said, "Deny yourself the satisfaction of showing the other fellow up."

Our next step, then, must be to establish some kind of common ground between ourselves and our hostile audience. If we will talk about their beliefs, talk about the subject from their point of view first, show how their opinions have de-

veloped from logical beginnings, they will listen intently and with approval. By talking about the things that are in the listeners' minds regarding the subject, we have opened their ears.

Sometimes, when an audience is actively hostile, where it has reached the boiling point, it is advisable to let them blow off a little steam. Henry Ward Beecher, the American preacher and reformer, once faced a hostile audience in England and for nearly two hours was able to utter only a few words each time before being interrupted with hisses, boos, and even a few vegetables. However, Beecher maintained his composure and eventually, when the crowd had blown off steam and quieted, held his listeners spellbound for several hours.

While few speakers today may expect to undergo such ordeals, it should be recognized that such release of tensions is often necessary in order to get the listeners in a receptive frame of mind. Until the opinions and attitudes of the listeners have been aired, either by themselves or by the speaker, little attention will be paid to whatever else the speaker may say. It is better for the speaker to take the initiative and express the listeners' views, but there are times when he must let the audience let off steam.

After the speaker has thoroughly discussed and analyzed thoughtfully the audience's attitudes toward his subject, then, *and not until*, may he

bring out his own point of view. This he does, not in the spirit of *refuting* his listeners' ideas but rather as if he were inviting them to *examine with him*, another side of the subject. He does not dogmatically champion his own view. He merely asks for consideration of it.

Franklin would often praise and compliment his opposition on the clearness of their logic and ability to express themselves. Then, he would put forth his own opinion rather hesitantly, declaring he was probably wrong. Eventually, he would have his listeners' championing his own idea while he continued to appear uncertain about the matter.

Finally, when the speaker has presented the view to which his listeners are hostile, he ordinarily doesn't ask for immediate conversion. At least, he doesn't ask for a public acknowledgement of error. If he has succeeded in getting his audience to *think* about the view he wishes to prevail, he has gone a long way. He must remember that it is a part of human behavior not to enjoy being shown up or found wrong. You can't change another's mind. He changes his own mind after thinking the matter over. Your job is to help the individual look at more than one side of a subject.

Before summing up the recommended steps in talking to a hostile audience, I want to comment on the following dilemma with which I am sometimes challenged:

Suppose two individuals with dia-

metrically opposed views meet and practice these recommended techniques on each other? My answer is that here you have the essence of successful arbitration. Each would give a little and gain a little after having thoroughly understood and analyzed the other's position.

In conclusion, the following steps, in the order given below, are suggested for the speaker who has to face hostile listeners:

1. Realize that existing attitudes rarely give way to logic alone.
2. Establish common ground. Discuss and analyze existing attitudes.
3. Where tension is high, allow listeners to blow off steam.
4. Don't actively champion your view; merely ask listeners to examine it with you.
5. Don't demand a public conversion. Let the listener change his own mind.

This article originally appeared in *Industrial Supervisor*, a publication of the National Safety Council. The entire series of 16 articles entitled "Pocket Book of Speech Formulas" can be secured singly or in quantities from the National Safety Council, Publications Division, 425 North Michigan avenue, Chicago 11, Ill.

*"I insured my voice," said the famous singer, "for \$250,000."
"And what," said his rival, "did you do with the money?"*

Ernest was going to a very formal dinner. He understood all the varying etiquette proceedings except the cutlery. He asked for advice.

"Just use the knife, fork or spoon farthest away from you."

The next day he was asked, "How did it go?"

"Fine, but for one thing—the bishop gave me a little trouble getting his fork away from him."

Helen: "How did you stop your husband from staying out late?"

Mabel: "When he came in late I called out 'Is that you, Jack?'"

Helen: "How did that stop him?"

Mabel: "My husband's name is Bill."

A sailor had broken up with his girl. He ignored several letters asking him to return her picture. Finally she threatened to complain to the lieutenant.

He collected all the available pictures of girls on the ship and sent them to her with the following note: "Pick yours out. I have forgotten what you look like."

How **WOULD YOU** **HAVE SOLVED THIS?**



by Lloyd P. Brenberger

NOTE: To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than **NOVEMBER 10, 1956**. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 West First Street, Dayton 2, Ohio.

PROBLEM No. 8

WHEN A LEADER WON'T LEAD

One of the qualities necessary for leadership is the ability to reach decisions, the ability to make up your mind and then carry through.

The trouble with Bob, a foreman at Gizmo, Inc., was that he couldn't make up his mind, he couldn't reach decisions on his own. Although he knew his job well enough, he was continually asking his superiors for advice and suggestions. He was asking them to do a basic part of his own work.

Bob would hem and haw over the simplest and most trivial matters. Usually he'd solve the dilemma by saying: "Well, I'd better see the boss about this one."

Finally, the boss called Bob in for a talk. What would you do if you were Bob's boss?

(Remember the deadline November 10, 1956)

THIS WAS SUPERVISORY PROBLEM No. 5

Ralph S., a foreman in charge of final inspection for a large manufacturing firm, has been instructed by management to select a man from his department for a promotion to foreman. After Ralph carefully screened the employees under him, he selected Jim B.

When Ralph told his boss about Jim, the boss said: "Fine, now start training him to do a management job. Give him responsibility and help him along. In six months, we'll need him for that new inspection set-up in plant two."

Under Ralph's schooling, Jim demonstrated he could do the job. Later, however, Ralph's boss told him that plans had been changed and they wouldn't need Jim after all. Ralph must now tell Jim the promotion is out. How would you handle this embarrassing situation?

THE WINNERS

The following are the best solutions to the supervisory problem No. 5. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

GIVE JIM PROOF

By Arthur H. Falter, *The Carborundum Co., Niagara Falls, N. Y.*

If not properly handled, this could be another case of building up to a big let-down, with a well-trained, prospective foreman as the pawn. But Jim's new potential can be a big asset, not only to himself but also to the company. And that is Ralph's job—to break the news in such a way that Jim will realize his increased stature.

It is up to Ralph to show Jim that his mastery of the foreman's training program is like money in the bank, where the principal can be reinvested at the earliest possible moment in a new opportunity. Meanwhile, the interest will accumulate in the form of increased understanding of management's problems. But Ralph will have to prove that he means what he says.

Since Jim is now taller in his own shadow, he should have a raise in wages, not merely as compensation for a lost opportunity, but as proof that he is a better and more valuable man for mastering the special training.

RALPH'S MISTAKE

By Hugh F. Lyon, *Convair, a Division of General Dynamics Corp., Fort Worth, Tex.*

At the outset, I would have either told Jim nothing about a promotion, or

Professor Brenberger, who writes the problem for "How Would You Have Solved This?" and judges the entries of contestants, is head of the Department of Industrial Engineering of the University of Dayton. He is a graduate of the General Motors Institute and has had wide experience in industrial relations and engineering. In recent years he served as a project supervisor for a secret Air Force and Navy research program. He spends part of his free time conducting a specialized management development training course, which he organized for Air Force reserve officers.

warned him: "One never knows what might happen in six months; so don't get your hopes too high. . . ."

This would pave the way for contingencies, and painful explanation would have been avoided.

Under the present circumstances, I would tell Jim as much as possible about the conditions and problems involved in the change of plans. I would make him feel that he is sharing management's problem. I would also emphasize to him that he is now qualified for future supervisory positions which are bound to arise.

Supposedly Jim's duties while in training were useful and more responsible than those in his old job. I would assign him to this new level or a similar one as a promotion and encourage him to develop his talents still further.

FOUR POINTS IN JIM'S FAVOR

By Paul Stano, Automotive Body Division, Chrysler Corp., Detroit, Mich.

Ralph, who already has earned the respect and confidence of Jim, will want to continue his relationship with so valuable an employee. He should immediately explain to Jim what has happened.

Jim's feelings will be bruised, but

Ralph can salve the hurt by pointing out the following facts:

First, Jim has proved his worth and earned the recognition of his supervisors.

Second, He has shown that he is ready for advancement.

Third, The need for new management men is constant in the company.

Fourth, He has received his training and he's next in line when an opening comes.

Jim must realize he's attracted the attention of his superiors. His management training has demonstrated to him that changing conditions can and do affect promotions such as his.

Ralph has gained a valuable employee, a man with management training. To keep Jim happy with his job and get the best return from his training, Ralph can ask to have Jim appointed as his assistant, either officially or as plant conditions dictate.

HONORABLE MENTION: J. J. Welsh, Buffalo, N. Y.; John James, Tucson, Ariz.; William W. Hollier, Los Angeles, Calif.; Earl H. Eickmeyer, Tucson, Ariz.; S. P. Rumont, Clyde, O., and E. L. Jewell, Toledo, O.

A little lady of the house, by way of punishment for some minor misdemeanor, was compelled to eat her dinner alone at a small table in the corner. The rest of the family paid no attention to her until they heard her audibly delivering grace over her repast: "I thank Thee, Lord, for preparing a table before me in the presence of mine enemies."

NMA CALENDAR

OCTOBER 15-19—Management Unity SeminarDayton, Ohio
DECEMBER 10-14—Management Unity SeminarDayton, Ohio
FEBRUARY 11-15, 1957—Management Unity Seminar....Dayton, Ohio
APRIL 15-19, 1957—Management Unity SeminarDayton, Ohio

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Vote November 6, for sure.

Vote to elect the ones you want representing you. To keep the ones who are doing you proud. To get rid of the ones who are not so hot.

You're the boss, however you vote. No matter who's elected, you pay their salaries and paint their offices and keep watching over them as they work.

Even if the ones you're "agin" happen to win, they're obligated to the minority, too. They're servants of *all* the people, not just those who voted for them.

Your vote prods, approves, protests, demands, restrains, rewards.

Vote—so you and your children after you always can.

The Advertising Council

When Things Go Wrong

*When things go wrong, as they sometimes will,
When the road you're trudging seems all up hill,
When the funds are low and the debts are high,
And you want to smile, but you have to sigh,
When care is pressing you down a bit,
Rest if you must, but don't you quit.*

*Life is queer with its twists and turns,
As every one of us sometimes learns,
And many a failure turns about
When he might have won had he stuck it out;
So don't give up, though the pace seems slow—
For you may succeed with another blow.*

*Often the goal is nearer than
It seems to a faint and faltering man,
Often the struggler has given up,
When he might have captured the victor's cup.
And he learned too late, when the night slipped down,
How close he was to the golden crown.*

*Success is failure, turned inside out—
The silver tint of the clouds of doubt—
And you never can tell how close you are,
It may be near when it seems afar;
So stick to the fight—when you're hardest hit—
It's when things seem worst that you musn't quit!*

ANON.

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I.